



Transitional response model for post-crisis tourism: A case study of Libya

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Transitional Response Model for Post-Crisis Tourism

Abstract

The thesis provides an integrated approach to tourism development within a destination (in this case Libya) that is currently suffering from lack of both short and long term investment due to an extremely uncertain political and social environment. The influences are both internal and external and could be classed as a 'perfect storm' affecting the country. The thesis identifies the stages of development, and those responsible for development by using an adapted butler model. It then suggests potential interventions at stages within the development, and ways in which the industry can respond quickly to the ever-changing environment of both investment and capacity building. The responses are based within the concept E-Marketing; a broad term but a modern approach to marketing that can respond quickly to changing environmental conditions. The thesis asserts that with these new methodologies the uncertainty element within a destination can be somewhat negated by the ability of the tourism industry to respond quickly both to market and demarket a destination. The suggestion is that for the foreseeable future tourism development in Libya will always be in a transitional period. The why for the thesis is because tourism has the potential to generate sizeable revenues within the Middle East and Africa, but has always suffered from significant underinvestment and varying levels of development. Libya has tourism development potential, and the thesis outlines the large number of tourist areas and unique attractions. To understand the current position of Libya in touristic terms an exploratory, qualitative, cross-sectional research strategy was adopted based on interviews with Libya stakeholders, Muslims consumers and country case analysis. The theoretical framework draws on contemporary marketing and e-Marketing theory intersecting development theory and destination management theory to investigate the role of e-Marketing. The key findings indicate that e-marketing represents a diverse toolbox that can be brought to bear in a highly integrated and focused approach that in itself becomes a source of competitive advantage. A technology-enabled e-marketing driven tourism framework provides Libya with the capacity to demarket its tourism programme, combined with the ability to reposition geographically and respond to crises caused by civil unrest. e-

Marketing systems provide significant potential to establish highly resilient and available infrastructures and the creation of a virtual space for planning management and tourism marketing. Critically, this thesis suggests tourism development is not wholly constrained by fragmented and transitional context. E-Marketing can counter physical and geographical constraints to facilitate diverse forms of information, communication, knowledge transfer and collaboration that enable creative forms of financing and resourcing and product development. The interconnectedness of e-Marketing processes and systems and the links between diverse actors, and institutions reflects in essence an ecosystem that is significant in allowing countries in transition to develop in highly dynamic and responsive approach. There is thus the substantial potential for the model proposed to progressively mobilise collective action, market knowledge and engagement that is critical for transitional economies.

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CHAPTER 1 INTRODUCTION

1.1 Introduction

This thesis is concerned with the formulation of an e-marketing approach to tourism development in Libya within the specific crisis and post-crisis contexts. The short-term tourism potential in Libya, despite the weak security situation and the political tensions, provides the rationale for the introduction of a flexible transitional model of tourism development underpinned significantly by e-marketing technologies. Libya's unique context underscores the focus of this study from a predominantly Libyan perspective.

This chapter argues that the justification for this research is founded on the need to understand the role of e-marketing tourism development contexts and the key components of a model that facilitates flexible and responsive destination planning and management for countries in crisis and post-crisis. The lack of a conceptual framework that integrates key theoretical strands of e-marketing, tourism development, and post-crisis provides further impetus for this study. This chapter commences by describing the underpinning research background that contextualises Libya's developments related to politics, tourism development planning, national attitudes and expectations, and the future of Libyan tourism. Secondly, the research problem is presented conveying the challenges of countries undergoing significant transition and the importance of modelling tourism development responses that integrate e-marketing technologies and new paradigms of e-relationship marketing. This translates into the research questions and objectives in subsequent sections and the key contribution arising from this thesis. Finally, this chapter presents the structure of the thesis and summarisation of the chapters.

1.2 Background and Context

1.2.1 Political System

In the period from 1969 to 2011, the Libyan political system was entirely influenced by the personal ideology of leader Colonel Gaddafi, an ideology that was powerfully imposed upon the country. Gaddafi's ideology is presented in a book entitled *The Green Book* which discusses concepts and ways to manage the country's social, economic and political issues (Gaddafi, 1976). During this time, governance and administration were conducted under the auspices of a number of ministries and boards including The General Board of Tourism and Traditional Industries (GBTTI), an authority attached to the General People's Committee and responsible for tourism, hospitality and traditional industries (GBTTI, 2009). There was an attempt to portray a commitment to a collegial form of decision-making to avoid dependency on individual leadership but distributed form of planning and authority (Jebnoun et al., 2013). This model was proposed by Gaddafi and associates from the Revolutionary Command Council [RCC]. Significantly, Libya was formed in December 1951 by the United Nations and prior to this event the population distributed across hundreds of square miles had neither experience of or desire for a state-based systems of governance (Kadhim, 2013).

Gaddafi's regime ended in the latter part of 2011 following public revolt, although a new political system is yet to be clearly defined as Libyans have still to vote on a new constitution (Middle East Online, 2013). The governance situation has been highly unstable and complex with two competing governments holding power in different parts of the country, based in Tripoli and Tobruk (Murray, 2015). In 2012, a decree was signed by the internationally recognised government of Al-Thinni in Tobruk creating a new ministry focusing on the tourism sector, emphasising the importance of tourism to the Libyan economy (Tripoli Post, 2012). However, the turbulence in governance, the damage to infrastructure and diminishing central funds (Murray, 2015) imply that until this situation is resolved it is difficult to envisage meaningful progression in tourism development through the Tourism Ministry.

Libya's history culminates in a fragmented system of formal and informal governance. Arguably, domestic and international entities' focus on establishing a central system of government fails to acknowledge the need for a flexible and open system of governance which accounts for diverging interests, cultures and groups. In order to be able to envision future democratic outcomes and governance for Libya, Mezran (2007) notes the importance of understanding and taking into account the continuing significance of tribal networks and relationships within Libyan society. These are emphasised by Tilly (2007, p.81) as networks in which trust plays a fundamental role and within which "*people set valued, consequential, long-term resources and enterprises at risk to the malfeasance, mistakes and failures of others*". They are also noted to have prescribed and implemented standards of conduct among communities for thousands of years. Tilly (2007) argues that democracy is an assimilation of trust networks into the political sphere by means of widening participation and expansion of consultation with mandatory outcomes. This is suggested to allow the centralised state to acquire support and validation among networks, while conversely networks become stakeholders in more accountable and responsible government. This perspective arguably maximises the sustainability and effectiveness of a Libyan tourism strategy that embeds such principles.

Libyan history is noted to be rich in examples of increased fragmentation as a result of localised conflicts. Mezran (2007) makes the point that the conditions for the emergence of democracy and its associated institutions may only exist when all the population's needs are integrated within a strong centralised state requiring an effective and robust state capacity. Whether and how this might occur in Libya is argued to significantly underpin any future course towards democratisation. However, Mezran (2007) highlights that Libya has thus far, in spite of its various shifts in governance from colonisation, decolonisation and dictatorship, failed to establish and consolidate a strong centralised state, while traditional bonds and networks have only gained in importance. This again implies a tourism strategy that is devolved and decentralised in various respects to empower and integrate populations in Libya's tourist destinations to engage and manage their tourist resources.

1.2.2 Tourism Development

In Libya, the previous Gaddafi regime relied almost exclusively on oil exports for revenues (Walt, 2011) with tourism development a low priority (Miles, 2013). The underlying motives for a lack of recognition of tourism potential mainly related to political and security issues, with incidences of international political and military conflict undermining tourism and engendering security concerns in relation to foreign visitors. This encouraged political authorities to purposely neglect the sector (Miles, 2013).

At the beginning of work on this thesis the then government, established in 2012 (BBC, 2014), emphasised tourism development as a means to diversify revenue sources and create employment (Black, 2013). This stance meant that the political authorities were looking to modify laws and regulations to attract foreign investment aimed at contributing to the economic growth of all sectors including tourism (Grech and Bamber, 2013). However, the political situation from 2012 has ruptured to such an extent that the legitimacy of the parliament newly elected in June 2014 has been significantly challenged (Randall, 2015). 2014 saw two rival governments installed in Libya, focused in different geographical areas and each with groups of armed followers. The Tripoli-based government consists mainly of members from the GNC and is supported by armed militias under the Libyan Dawn banner, while a Tobruk-based government comprises the 2014 elected House of Representatives supported by Libya Dignity armed groups (Chatham House, 2014). As a consequence of Libya's continuing state of transition, commentators note an apparent reluctance by government to undertake any radical policy choices that may be perceived as advancing particular parties or regions over others (Randall, 2015). This is evident in the significant amount of underspend budget by the government in 2013 with only 50% of the budget deployed, suggested to be a sign of the government's incapacity to generate economic growth or expand security (Zaptia and Abdel-Wahab, 2013).

It is noted by Randall (2015) that in earlier effective transitions stable institutions have been able to check the power dominance of any single group

and played a mediating role among group conflicts. However, currently in Libya while no particular group is able to enforce complete control, institutions are acknowledged to be powerless to steer conflicts towards a more mediated process. This political context underscores Libya's crisis to transition politically and economically, with one form of government drawing on international institutions and models of management and policies, while at the same time other political groups compete and fight for Libya's resources.

Moreover, there is a lack of consistent relationships between the central government and government agencies implementing a variety of development projects. This suggests a lack of comprehensive government planning and programmes (Randall, 2015). Randall (2015) highlights that the main reason for the inability of any one group to monopolise power lies in the clear division of resources. The decamped Tobruk-based government is perceived to have the benefit of containing representative institutions recognised internationally, while the government in Tripoli has control over the country's financial, oil and bureaucratic institutions historically sited in the capital.

In spite of the political divisions in the country's on-going crisis, there have been interventions to promote economic development. There are still attempts to distribute resources, pay salaries, fund the education of Libyan citizens abroad and implement programmes to transition the country. Entrepreneurs are perceived as potentially significant in the development of the Libyan economy in their ability to develop trustful, self-policing relationships and their fulfilment of the needs of Libyans, often as yet through the black market. The government has therefore acknowledged the importance of encouraging and supporting private enterprise (Randall, 2015). One positive development towards economic development is the government implementation of a system of enterprise centres across Libya to assist entrepreneurs with business planning, training, and finding sources of capital (Libya Enterprise, 2013). Nevertheless, Libya's current lack of stability and its distributive economy is argued to impede private sector innovation and growth (Randall, 2015). McMillan and Woodruff (2002) show for example that in transitioning economies such as Vietnam, which experienced a similar evolution from a

command to a free-market economy, entrepreneurs adapted strategies to manage the disappearance of government aid.

The emphasis seems to follow the classic development models of structural change and market deregulation, and international dependency for market and capital (Todaro and Smith, 2011; Bacu 2000). In order to achieve these aims, greater economic liberalisation is proposed, along with an emphasis on changing Libya's global image (Black, 2013). The current 2017 position in Libya is making a mockery of those initial proposals and strategic positions, but the nature of this thesis is within post-crisis tourism and the notion that the industry may form part of an emerging economic strategy (Mandelartz, 2012). The premise is that tourism in post-crisis destinations is surprisingly resilient and provides quick economic returns, as long as the planning process is in place to take advantage of those initial returns to normality.

This thesis therefore envisions a possible future outcome for the Libyan tourism industry and forecasts the scale of potential investment in this sector based on a survey of the views and perceptions of a sample of politicians and citizens and potential consumers. It is argued that combined with appropriate political, legal and marketing efforts Libya has significant tourism development potential, enjoying a large number of tourist areas and unique attractions such as the Libyan Desert. The aim is to be in a position to enter Libya into the global market gradually at first, but intensively once the country stabilises politically. The historic context in terms of academic theory is that the return to normality is traditionally long term; the examples of areas in Libya's neighbouring countries such as Egypt and Tunisia are that change is remarkably swift, especially within certain culturally defined demographics. The thesis will concentrate on that cultural imperative in the growth of the tourism product and the sustainability of that product within an Islamic context. The contribution to knowledge, therefore, is embedded within a unique, current set of macro and micro environmental factors that have not been explored within development theory and destination management.

The National Tourism Development Plan (NTDP), the most current tourism plan in Libya, was established in 1999 by the Libyan government in cooperation with the United Nations World Tourism Organisation (UNWTO, 2013). The UNWTO stresses the economic importance of tourism, pointing to its continued growth and diversification, in becoming one of the most rapidly expanding sectors in the world. The expansion of new destinations is associated with new dynamics in modern tourism development that contribute significantly to socio-economic development (UNWTO, 2013). In 2016, global tourism generated a total of US\$1.2 trillion in earnings, while international tourist arrivals reached 1.235 billion, a growth of 3.9% over the previous year. Growth is forecast to continue at this rate in 2017 (UNWTO, 2017).

Table 1 International Tourist Arrivals

	International tourist arrivals (million)							Market share (%)	Change (%)			Average a year (%)
	1990	1995	2000	2005	2010	2015	2016*		14/13	15/14	16*/15	
World	435	526	674	809	953	1,189	1,235	100	4.0	4.5	3.9	3.9
Advanced economies ¹	299	337	424	470	516	654	685	55.5	5.7	5.0	4.8	3.5
Emerging economies ¹	136	189	250	339	437	536	550	44.5	2.1	4.0	2.7	4.5
By UNWTO regions:												
Europe	261.5	303.5	386.6	453.2	489.0	603.7	616.2	49.9	1.7	4.8	2.1	2.8
Northern Europe	28.7	36.4	44.8	59.9	62.8	75.4	80.2	6.5	5.3	6.5	6.4	2.7
Western Europe	108.6	112.2	139.7	141.7	154.4	181.4	181.5	14.7	2.2	3.5	0.0	2.3
Central/Eastern Europe	33.9	58.9	69.6	95.3	98.5	121.4	126.0	10.2	-9.1	5.4	3.8	2.6
Southern/Medit. Europe	90.3	96.0	132.6	156.4	173.3	225.5	228.5	18.5	6.9	4.9	1.3	3.5
-of which EU-28	230.1	266.0	330.5	367.9	384.3	477.8	500.1	40.5	4.7	5.3	4.7	2.8
Asia and the Pacific	55.9	82.1	110.4	154.1	208.1	284.0	308.4	25.0	6.1	5.4	8.6	6.5
North-East Asia	26.4	41.3	58.3	85.9	111.5	142.1	154.3	12.5	7.3	4.3	8.6	5.5
South-East Asia	21.2	28.5	36.3	49.0	70.5	104.2	113.2	9.2	2.9	7.4	8.6	7.9
Oceania	5.2	8.1	9.6	10.9	11.4	14.3	15.6	1.3	6.1	7.6	9.4	3.3
South Asia	3.2	4.2	6.1	8.3	14.7	23.4	25.3	2.0	12.9	2.3	7.8	10.7
Americas	92.8	108.9	128.2	133.3	150.1	192.7	199.3	16.1	8.5	5.9	3.5	3.7
North America	71.8	80.5	91.5	89.9	99.5	127.5	130.5	10.6	9.7	5.5	2.4	3.4
Caribbean	11.4	14.0	17.1	18.8	19.5	24.1	25.2	2.0	5.5	8.1	4.7	2.7
Central America	1.9	2.6	4.3	6.3	7.8	10.2	10.7	0.9	5.6	6.8	4.9	5.0
South America	7.7	11.7	15.3	18.3	23.2	30.8	32.8	2.7	7.1	5.9	6.6	5.4
Africa	14.8	18.7	26.2	34.8	50.4	53.4	57.8	4.7	0.6	-2.9	8.1	4.7
North Africa	8.4	7.3	10.2	13.9	19.7	18.0	18.6	1.5	-1.4	-12.0	3.5	2.7
Subsaharan Africa	6.4	11.5	16.0	20.9	30.7	35.4	39.2	3.2	1.9	2.4	10.5	5.9
Middle East	9.6	12.7	22.4	33.7	55.4	55.6	53.6	4.3	8.7	0.6	-3.7	4.3

Source: UNWTO (2017, p.4).

Tourism has the potential to generate sizeable revenues within the Middle East and Africa. The Middle East attracted 4% of the world's tourists in 2016 with an average annual growth rate of 4.3% since 2005. Tourism has increased steadily in North Africa by an average annual growth rate of 2.7% generating US\$9.1 billion in revenues in 2016 (UNWTO, 2017). International arrivals are

projected to increase from 18.7 million in 2010 to 46 million by 2030 (UNWTO, 2017). Nevertheless, tourism until now has suffered from significant under investment and varying levels of development across countries (OECD, 2014).

The plan essentially sought to develop the tourism sector through the establishment of policy frameworks, strategic guidelines and objectives, as well as a five year programme of implementable measures between 1999 to 2003 (NTDP, 1999). Although this document is no longer current and the political context has changed, the fundamental tenets of the report in geographical, destination and cultural terms are still valid in 2017. It is apparent that the industry is looking to update the background information, including product development and target markets, but the national and regional frameworks are likely to be adhered to.

Developed by external experts, the NTDP classified Libyan tourism into six distinct categories: the desert, beaches and sea, classical archaeology, the mountains, historic towns and cities, and other tourist resources, such as scuba diving, health tourism or religious tourism. The plan also highlighted the importance of promoting Libyan culture and suggested handicrafts, food and cooking, art and music, festivals/special events and popular singing and dancing as focal points for tourism (NTDP, 1999; O'Dell, 2005).

The plan highlights the importance of airports and ports. For example, it states that:

“There is a very wide network of national airports, three international airports, and nine major and five minor national airports. The facilities available at major international and national airports and some private airports and the development of the passenger handling facilities at Libyan ports is closely linked to the state of international aviation in Libya” (NTDP, 1999, p.41).

The *Libyan* General Board for Tourism and Traditional Industry (GBTTI) publicly stated in 2006 that authorities were initiating a tourism master plan to develop 100,000 tourist beds in Libya and underlined the necessity of relying

on private sector and foreign investment to achieve tourism objectives. Authorities further intended to implement laws supporting expansion of the sector (UW 2006, p.1).

The plan outlined the targeted construction of a large number of new hotels in major cities to satisfy the increasing needs of tourists arriving from global destinations (NTDP, 1999). Table 2 shows the estimated progress of accommodation construction. The current situation would suggest an extension of the dates, but not the underlying requirements for the accommodation which would be fundamental for growth in the sector.

Table 2 Incremental New Hotel Accommodation Required in Libya (2003-2018)

Region	Bedrooms			
	2003	2008	2013	2018
	2770	2470	3180	5160
Southern	500	560	680	1160
Central	250	260	310	620
Eastern	1100	1160	1510	2660
Total	4620	4450	5680	9600

Source: (WTO, 1998)

1.2.3 Development Post 2011

In line with the previous regime, the Libyan government elected in 2012 expressed a desire to encourage tourism in Libya and has underlined this intention by creating a ministry dedicated specifically to the sector (Tripoli Post, 2012). Further, a budget of 10.28 billion Libyan Dinars had been announced to fund language and other training for Libyan students abroad, as well as develop SMEs and joint venture projects in tourism and a range of other sectors (Zaptia, 2013). This part of the development plan has been implemented and the commitment to training and language provision abroad continues in 2016 despite the changes to government and the upheavals from the troubles. It seems that the Libyans are eternally optimistic, but this continuation does contradict the current thinking in the west that an industry like tourism is unlikely to flourish in Libya for many years after the cessation of hostilities. This is a central pillar of the thesis whereby the continuation of

development may not simply be related to stability and that the time to plan is not post crisis, but during crisis.

Government ministers have been keen to show their continued commitment to the sector. The Tourism Minister released a number of statements in which she stressed the importance of tourism in Libya (Black, 2013). It has been argued that significant job opportunities in the tourism sector mean it may potentially emerge as one of the largest employment sectors in the country and lead to successful diversification of the Libyan economy away from dependence on oil (Elumami, 2013). Public statements indicate a government willingness to take forward the tourism agenda in Libya, and initial private sector investments are an encouraging sign that internal investors may be prepared to match government investment with their own. This is a different scenario from the one in previous developing countries where investment has been government led, to be followed by private investment from outside the country (Sharpley and Telfer, 2014). The Libyan perspective is that investors want control of the development of the product to keep it Libyan. Tanzania is one case which has extensively sought foreign direct investment through a government-sponsored investor outreach programme which has resulted in several major investments by external private investors and the foreign ownership of tourist assets such as the Kilimanjaro Hotel and Zanzibar development sites (MIGA, 2005).

1.2.4 The Potential Libyan Brand

The potential for tourism in Libya is significant, aided by a contrasting climate which in the north is Mediterranean and offering green, fertile scenery and in the south is dry with untouched desert landscapes. These combine to afford a unique proposition and supply multiple attractions in a single location (Euromonitor, 2013a). The juxtaposition of beach tourism and the emerging use of the desert landscape has parallels in Morocco and Tunisia, as well as in the emerging markets in the Gulf States. Libya possesses a number of attractions including historical sites, seas and beaches, and desert tourism.

1.2.5 Historical Sites

Libya has five UNESCO world heritage sites which are recognised as a highly valuable proposition for less developed countries (Timothy, 2011):

A) Leptis Magna

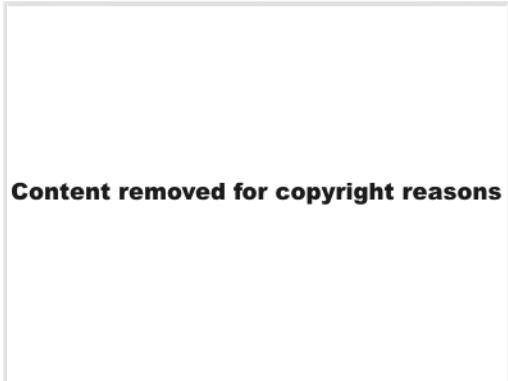


Figure 1 Leptis Magna (Source: UNESCO (2013a))

Leptis Magna is a significantly preserved ancient Roman city, founded by Phoenicians in the 10th century BC and ruled over by Romans until 23 BC (UNESCO, 2013a).

B) Cyrene:

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Figure 2 Cyrene (Source: UNESCO (2013b))

The city of Cyrene is an historic Greek and Roman site located in the rich valleys of Jebel-al Akhdar in eastern Libya. It was founded in 630 BC by Greek settlers (UNESCO, 2013b).

C) Sabratha:

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Figure 3 Sabratha (Source: UNESCO (2013c))

Established originally as a Phoenician port, the city of Sabratha, located in north western Libya, was conquered by Romans in the 2nd and 3rd century BC (Lee, 2012).

D) Ghadames:

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Figure 4 Ghadames (Source: UNESCO (2013d))

Situated in south-west Libya, the city of Ghadames is nicknamed the “pearl of the desert”. Standing in a rich oasis, it exemplifies a traditional settlement (UNESCO, 2013d).

1.2.6 Seas and Beaches

Libya’s warm Mediterranean climate makes it an ideal location for beach resorts and its sandy north coast beaches have significant tourist potential (Euromonitor, 2013a). This type of tourism continues to demonstrate strong growth around the Mediterranean particularly in the southern and eastern Mediterranean regions (including Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Occupied Palestinian Territory, Syria, Tunisia and Turkey) which globally recorded the highest levels of tourism growth between 1990 to 2010 (Lanquar, 2013). Though current instability in the area has curtailed or slowed growth in certain regions, there is no suggestion that with renewed stability growth will not continue.

1.2.7 Desert Trekking and Mountain Tourism

The south of the country is home to the Libyan Desert, part of the Sahara stretching 1,100,000 km² (Benjamin, 2012) and often found to contain historic artefacts. Archaeologists recently discovered around 20 skeletons in the desert dating back to the Stone Age (Archaeology, 2013). The Libyan Desert is considered an area of outstanding beauty, dotted with palm trees and oases and covered in vegetation in many areas (Temehu, 2013a).

The desert possesses significant potential for adventure tourism, which has experienced increased global demand over recent years (Williams and Soutar, 2009; Buckley, 2010). This may be one attraction that has influenced a steady increase in the number of tourists to Libya. Evidence shows that up to 2007 there was a significant increase in tourism numbers with arrivals growing from 20,000 in 2003 to over 120,000 in 2006 (GBTTI, 2008).

Libya has considerable potential for developing different types of desert tourism based on its scenery and the possibility for different types of expeditions and activities such as trekking, camping, desert biking, camel riding and hunting (Zeng, 2015). In Libya limited desert tourism offerings have been available in the form of guided safaris on camels trekking in the desert region near Acacus (Temehu, 2017g). The development of desert-related tourism offerings in nearby regions such as Egypt, and their combination with other types of tourism promise that similar offerings would do well in Libya.



Figure 5: Trekking in the Sahara Sand Dunes

Source: Temehu, (2017g)

Libya's mountainous regions have significant attractions for certain kinds of tourists in terms of trekking and touring. Some level of tourism has already been developed to cater to this kind of market (Temehu, 2017f). The Acacus Mountains which are essentially stunning rock formations among sand dunes can be explored by 4WD or camel in guided round trips.

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Figure 6: Acacus Mountains

Source: LookLex, (2012e)

The Nafusa Mountains are both highly scenic and accessible from Tripoli with a wild and varied landscape while the Akhdar Mountains, Arabic for “Green Mountains”, is Mediterranean in appearance. Both offer significant opportunities for exploration and trekking holidays.

1.2.8 Geological

Libya is home to a range of different and unique geological attractions that have garnered world attention. These are able to be primary attractions as by themselves they can make a standalone attraction (Gohar, 2016). One key attraction is Libya’s extensive and rare rock art paintings which can be found around the country in several major sites such as Gilf Kebir (Bradshaw Foundation, 2015) and Tadrart Acacus (UNESCO, 2017). The rock art paintings range in date as far back as 12,000 years to 100 AD. Tadrart Acacus contains thousands of cave paintings expressed in different styles and reflecting distinct changes in flora and fauna over the millennia and the way of life of succeeding generations (Atlas Obscura, 2017a). Gilf Kebir is also rich in rock art sites the most famous of which is the Cave of Swimmers, containing small but well-defined swimming figures as featured in the film “The English Patient” (Bradshaw Foundation, 2015).



Figure 7: Prehistoric engraving of two cats fighting at Matkhandoush

Source: Temehu (2017a).

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copyright reasons**

Figure 8: The Cave of Swimmers

Source: Bradshaw Foundation (2017)

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reasons**

Figure 9: Rock art in the Acacus Mountains

Source: AcaciaTour (2017).

Another geological attraction is Waw an Namus, an exotic extinct volcano and crater lake in the middle of the Sahara desert and surrounded by black-stained

tar and rock fields lending it an otherworldly appearance. The large extinct volcano emerges from the sands alongside a nearby crater lake. The site has previously been noted and included in tourism offerings (Temehu, 2017a).

The troglodyte town of Gharyan is the main site for another key geological attraction. Located in the Nafusa Mountains, the troglodyte caves are world renowned dating back hundreds of years and abandoned only relatively recently. They have since been opened up to tourists. The caves are dug vertically in to the ground to provide spacious and cool traditional dwellings (Temehu, 2017b).

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Figure 10: The extinct volcano of Waw an Namus seen from the air
Source: Amusing Planet (2013)

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Figure 11: A courtyard in the troglodyte town of Gharyan
Source: LookLex (2017a).

Sinkholes are common in Libya's Green Mountain area and could form another primary attraction (Gohar, 2016). Sinkholes are a natural hole or depression in the earth's surface that can penetrate to considerable distances in depth underground. They are rich sources of geological and natural curiosity in addition to increasingly being the focus of extreme sports enthusiasts around the world who enjoy a range of activities such as abseiling and parachuting. In one sinkhole in Oman visitors are able to swim within the sinkhole aided by stones cut into the rock. The waters are considered to be similar to a spa treatment (SmashingLists, 2016).

1.2.9 Military/War Tourism

Libya has a rich potential for military and war tourism related to the Second World War as it witnessed many of the biggest battles in its early years and has a number of key sites and resources that are of growing interest to tourists and visitors and beginning to be exploited for their tourism potential (Temehu, 2017c). Many sites have Italian, British and Australian descent. Tobruk is one of the key areas for WWII tourism containing a number of different sites to visit such as the Tobruk War Cemetery containing thousands of graves, important operational sites and monuments and memorials. It is also close to several

battlefield sites which form another element of war tourism potential. These include the German-French battle site, in addition to Sidi Rezg, the site of a large tank battle between the English and the Germans and Ras Almdewwer, a Turkish battle site located around the ruins of a Roman castle (Libya Travel and Tourism, 2016).

The landscape in certain areas is littered with well-preserved relics and wreckage of WWII war machinery preserved from rust and corrosion. Aircraft, armoured vehicles, tanks and other machinery is strewn across the desert and could be of significant interest to the war tourism market and in particular those interested in war memorabilia (Welland, 2012).

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Figure 12: An old army vehicle abandoned in the Libyan desert
Source: Welland (2012).

1.2.10 Berber Tourism

A key cultural tradition arises from the distinct ethnic semi-nomadic Berber group that lives across North Africa including Libya. The Berber world was

diminished in size with key enclaves scattered across Libya including in the Nafusa mountains and north eastern Libya (Brittanica, 2017). The unique Berber architecture, old cities and dwellings, the rich cultural traditions and festivals, and the different language and food invites tourism development which has already been undertaken in Libya with tour offerings (Temehu, 2017d). Key sites in the Nafusa Mountains to which tours are available include Yefren, an ancient Berber site replete with mountaintop villages, Qasr Alhaj, a well-preserved example of Berber architecture and Kabaw, an ancient village complete with unique granary (Temehu, 2017d).

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Figure 13: The ancient granaries in Kabaw
Source: LookLex (2017c).

1.2.11 Libyan Art

Libya's rich and diverse artistic traditions continue today with a strong and vibrant contemporary art scene burgeoning among Libya's youth. Benghazi and Tripoli have been and are again particular focal points for cultural and artistic events and exhibitions of both older and more contemporary Libyan art (Brave New Libya, 2017). Libya has a number of established local artists whose work is receiving wider international attention (al-Algeli, 2015).

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Figure 14: “Targi Dance” by Abdelmutalib Fhema
Source: Gaelart (2010).

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Figure 15: ‘Bride of the Med’ by Najla Shawket Fitouri
Source: al-Ageli (2015).

Street art in terms of painting and murals on the buildings of walls has become a steadily growing phenomenon emerging in particular during the revolution and subsequent fighting principally as a channel for creative political and social expression (Mulholland, 2011).

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Figure 16: Anti-Gaddafi street art
Source: Mulholland (2011).

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Figure 17: Libyan Street Art
Source: Mulholland (2011).

Libyan art and architecture also has unique aspects that attract the attention of tourists. Libya has a myriad and rich architectural heritage ranging from Roman to Berber culture. Modern Libya today has also experienced strong Italian influences during its period of occupation in the 20th century especially along the northern coast and in Tripoli, providing a markedly Mediterranean style to many buildings. Festivals

Libya was previously home to a number of festivals that have attracted international notice and hold considerable future tourism potential. Many tourists come specifically to visit the festivals, including those of Ghat and Ghadames and also the Festival in the Desert: the Tuareg Festival in Mali. Ghadames hosts a three day festival each October where visitors can enjoy singing and dancing in the streets. Local officials have expressed the hope that the festival can soon be reinstituted (Gumuchian, 2013).

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Figure 18: Ghadames festival dancing display

Source: Emaze, (2013).

Kabaw is the location of the Qasr Festival held in April of every year, an important Berber event in which Berber culture is able to be experienced to the full (LookLex, 2017c). Ghat is also home to a major Berber festival with Tuareg bands and culture on display, with 2014 witnessing the 19th edition of the event (IBTimes, 2014). The Nalut Spring Festival is another traditional Berber festival in one of the most interesting Berber towns of Nafousa Mountain (Temehu, 2017e).



Figure 19: Women in traditional costume take part in the opening ceremony of the Nalut Spring festival

Source: Temehu (2017e)

1.2.12 Marine Tourism

Libya's marine environment has strong potential for the development of tourism given the rich history of its Mediterranean coastline which has been witness to varied battles, cultures and civilisations. Particularly in the Green Mountain area this has resulted in the existence of many ancient harbours and underwater physical attractions. Wreck diving is one key example of the potential attractions these tourism resources offer (Gohar, 2016). Possibilities also exist for archaeological diving and there is also the lure of the supposed Second World War gold sunk offshore. At Zwara, the remains of a sunken city can be located less than 7 metres below the surface while submerged ruins can be found near Leptis Magna and Apollonia (BSAC, 2016).

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Figure 20: Wreck diving

Source: Nine-Stein, (2016).

1.2.13 Eco-Tourism

Libya has vast, authentic natural and cultural attractions which are as yet unspoilt and if utilised to their potential could become world class attractions. These could be of considerable attraction to the eco-tourist that in the main seeks a destination that promotes environmental conservation and economic benefits to host communities. Areas such as the Green Mountain have the possibility to provide authentic personal experiences far from the cities and combine authentic environmental and cultural activities. These can be leveraged to provide eco-tourism offerings which accurately reflect eco-tourism principles and the heritage and culture of the host community (Gohar, 2016). There is opportunity for local communities to become involved in exposing tourists to local crafts, food, and traditions. Developers have further recognised the potential for expanding supporting eco-facilities such as accommodation (eco-lodges, camping) in Libyan destinations. Associated activities such as agro-tourism where visitors can become involved in agricultural production such as harvesting have to a limited extent been developed in Libya (Gohar, 2016).

1.2.14 Libyan Attractions for Muslim Tourists

Libya has a long history with Islam dating back to 641 AD and accordingly possesses a range of attractions that could have specific interest for Islamic tourists. Key attractions include sites of Islamic historical interest including ancient remains and mosques with the earliest located along the coast. Three key sites of Sirt, Darnah and Ajdabiya are notable for their Islamic heritage. Ajdabiya was a major early Islamic centre first occupied in the 8th century, with the Fatimid Mosque and Fortress Palace particular highlights (Temehu, 2017h). The Fortress Palace is widely regarded as one of the most significant remnants of the 10th century left in North Africa and is suggested was once a resting place for Caliph al-Mu'izz on his way to Cairo. Sirt has links with ancient Islamic calligraphy and writing styles displayed in local museums (Temehu, 2017h).

Libya could also hold attraction for Islamic tourists interested in Islamic architecture. Tripoli contains a number of early, well-renowned, and beautifully decorated mosques. Many Libyan mosques exhibit a range of different architectural styles, some akin to Ottoman while some of the oldest surviving examples of distinct Libyan Islamic architecture in the Berber tradition are to be found in its desert regions (Temehu, 2017h). The unusual Al-Kabir mosque and tombs in Awjila for example have a unique architectural style found nowhere else (Ham, 2007). Tripoli's Islamic Museum is also notable for its architecture and ornate features such as the elaborate floor tiles and original central Ottoman courtyard and fountain.

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Figure 21: Al-Kabila mosque in Awjila

Source: Google Maps (2017).

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Figure 22 An old mosque of traditional Berber design in Ghadames

Source: Temehu, (2017h).

1.2.15 Citizen Attitudes

A current lack of evidence limits a broader understanding of Libyan attitudes towards projected tourism development in Libya. This is due in part to contrasts in citizen traditions and lifestyle as the significant possibility exists that views, beliefs and ideas will differ as a result of multicultural diversity

(Koenig and Guchteneire, 2007). For instance, a typical Libyan personality can paradoxically be both conservative and modern, and is usually open to new concepts and people. Libyans by nature are welcoming of foreigners, and eager to prove themselves as hospitable people (Conde Nast, 2013). Nevertheless, as acknowledged in Muslim societies, it is possible that Libyan communities incorporate groups and beliefs that are more religious and formal preferring isolation and resistance to the idea of an increased tourism presence (Henderson, 2010). Another factor that may potentially impact citizens' views relates to location, as Libyans who reside in cities, on the coast, in rural areas or the landlocked south may have differing perceptions in relation to tourism. For example, those living in existing tourism centres in Libya would potentially be more receptive as tourism has already gained acceptance in these locations. It is suggested therefore that the most effective way to gain a greater understanding of citizens' views is to examine these through survey questionnaires and interview methods which include analysis of demographic variables such as age, gender and location. This would help promote a clearer and wider understanding of Libyan attitudes towards tourism (Bryman, 2012).

Information on Libyan views can also be informally understood through contributions to social networking sites and blogs. Comments on such sites are posted by ordinary Libyan citizens and are not influenced by companies or political authorities. Many Libyans express ideas, thoughts and hopes on Facebook pages, and increasingly visitors to Libya have reported a good reception by citizens through social media channels. Positive coverage includes the story of a South-African motorcyclist attempting to break a world record by driving across Africa. The traveller reports advice against motorcycling in Libya by her funders, but decided to ignore it and was welcomed by a group of Libyan motorcyclists who took her to the capital and showed her the sights (Wefaq Libya, 2013).

Another positive visit is that of Anthony Bourdain, a famous CNN documentary maker who visited Libya to document the country. When he arrived back in the US, he explained how he was eagerly awaited by civilians there who gratefully

showed him the country and how much he enjoyed the warm welcome shown to him (Bourdain, 2013). This narrative provides an insight into the potential socio-cultural impacts of tourism, with the sharing of a Kentucky style meal which a Libyan described as a taste of freedom and the hunger of young people for PS2 and skateboarding. This hints to the value systems, behaviours and lifestyles that tourism inevitably conveys and to their influence on the host populations attitudes and behaviours (Cooper et al., 2008).

1.2.16 Future Funding Expectations

The previous Libyan government was inclined to suppress tourism and largely ignored it (Airline Leader, 2012) despite public statements relating to its planned development which failed to be accompanied by any concrete budgetary proposals. The installation of a new government was seen to provide a renewed focus on budgets and funding and the political will to invest in tourism (Black, 2013). For example, a national security committee member from Khoms reported a budget allocation of 7 billion Libyan Dinars for new ventures in tourism and renewable solar energy (Libya Herald News, 2013).

Private sector investment is another potential source of financial support in the sector (Libyan Free Trade Zone, 2013). Hamaizia (2013) emphasises the potential for private sector investment in education, healthcare and a deficit in housing and commercial real estate. Libyan Foreign Direct Investment (FDI) officials are actively engaging abroad to promote FDI into the country (Libya Herald, 2013). Significant international interest in direct investment has been expressed in the country such as that shown by major hotel groups Intercontinental Hotel Group and Rotana Hotel Management Corporation to develop in the region (French, 2012). The government is building relationships with foreign governments and multilateral organisations such as the World Bank and IMF, while the country has also witnessed a rise in trade missions and investment conferences demonstrating significant foreign investment interest (Randall, 2015). A number of exhibitions have taken place recently including Libya Build 2013 involving companies from 27 countries (Ash, 2013). Moreover, international firms particularly in the retail sector are becoming more

visible in Libya including Debenhams, Monsoon and Next, as well as commercial businesses such as FedEx (Tombokti, 2013). Despite the substantial potential, growth is argued to be hampered by weak governance and payment and procurement issues (Randall, 2015).

This was combined with the existing development of tourist projects in Libyan coastal and other areas by Qatari, Kuwaiti and UAE investors (The Tripoli Post, 2010; African Economic Outlook, 2013) underlining the growing role of foreign direct investment into the tourism industry. However, the current situation in Libya, in which warring tribal factions have driven the country close to full-blown civil war, has meant that many foreign investment commitments and development projects have been suspended or cancelled (Townsend, 2015). Tripoli International Airport has been closed since 2014 and new flight routes to Libya such as those instituted in 2012 by UAE-based airlines Etihad and Emirates have been suspended. High-profile projects designed to grow tourism such as Energy City Libya and the \$120 million hotel project funded by Intercontinental Hotels Group have failed to launch or have been halted (Townsend, 2015; Armitage, 2014). Many earlier potential investors from the Middle East such as construction and development companies Emaar and Habtoon Leighton Group have since withdrawn interest in development projects as a result of significant security concerns (Townsend, 2015).

The conclusion to tourism development potential in Libya is not simply the identification of a product list and potential consumers of those products. The above potential destinations/attractions require the mobilisation of destination stake holders into a system that allows for real tourism development (Scott Baggio and Cooper, 2008). Any development therefore has to have centralised coordination but often a more decentralised network of tourism suppliers that represent all the stakeholders required to implement any central policies. Stakeholder theory requires networks that in today's market are often social media networks and it is the suggestion of this thesis that the social network theory that is presented provides a vehicle to maximise potential, and to convince those that provide the central direction to tourism development

namely government and investors of the potential success of the development (Kimbu and Ngoasong, 2013).

1.2.17 Tourism in Neighbouring Regions

Tourism in the Middle East has been increasingly successful over recent years. According to Sharpley (2002), many countries in the region have developed a number of non-business related types of tourism in order to diversify their economies including Egypt, Jordan, Tunisia, Oman, Dubai and Morocco. These include religious tourism, and Selwyn (2009) notes that religious and pilgrimage tourism has always encompassed not only spiritual but also significant commercial aspects. Sharpley (2002) suggests that countries without such vision appear to have few firm objectives for diversification.

The UNWTO states that the relative closeness and low price levels of beach destinations such as Egypt, Morocco and Tunisia mean that they remain consistently popular, while Jordan as a cultural destination has witnessed steady development in tourism. Overall, tourism is emerging as an increasingly significant sector across the Middle East and North Africa regions and a critical source of foreign exchange. Other positive impacts include the potential for employment and economic diversification away from oil (UNWTO, 2004).

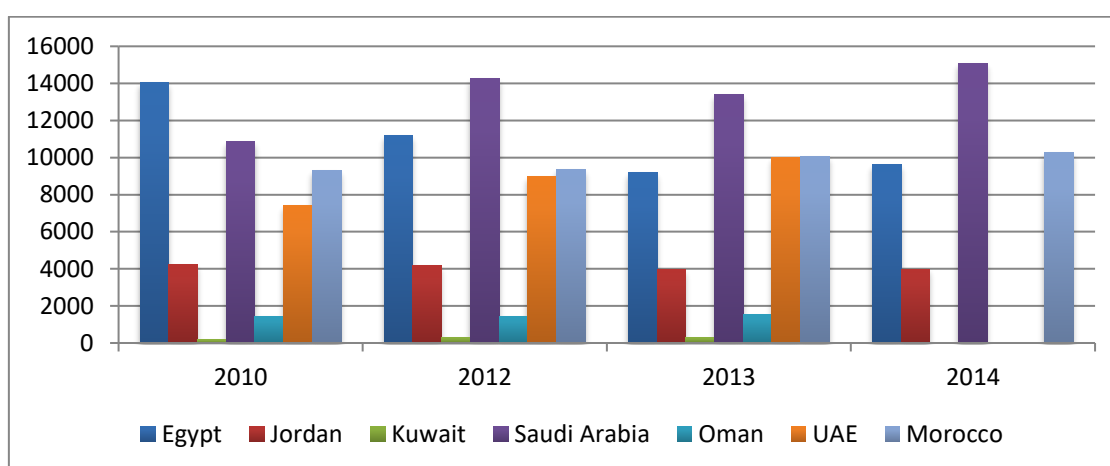


Figure 23 International Arrivals MENA Countries (million)

Source: UNWTO (2015, p5).

Neighbouring Libya are Egypt and Tunisia, countries highly successful in the tourism industry with many attractions for tourists. However, in 2015 the terrorist incident in Port El-Kantaoui (Sousse), which killed 38 people, predominantly British tourists, impacted significantly on future tourist inflows (ARB, 2015). Egypt has the most developed tourism sector in the Arab world, with a market among Arabs and non-Arabs and a reputation as a unique place to visit (Tourism and Politics, 2007). It has successively been the most popular tourist destination in the Arab world as reflected in Figure 23. The Arab Spring of 2011 affected arrivals, but figures for 2012 record a recovery for Egypt and other neighbouring countries such as Tunisia and Morocco.

Egypt has been highly successful in developing tourism as a result of government focus on this sector. The state has encouraged tourism projects, commercialised and promoted national tourist offerings and focused on effectively expanding the sector through consistent planning and development. The government has also emphasised low consumer taxes and provided transport and accommodation to attract tourists to the country (Tourism and Politics, 2008). A prevailing discussion within Libya emphasises the consideration of new Libyan-centric strategic approaches to tourism development which incorporate co-economic, cultural and political dimensions (Bizan, 2011). Evidence from Daher (2007), which shows that tourism benefits and revenues continue to leak to first world agencies even where tourism has been successfully developed in the MENA region, suggests that a Libyan-centric strategic approach would be more beneficial for Libya. Integrating economic, political and cultural factors within tourism development strategies can lead to more sustainable and socially responsible forms of tourism (Ashley et al., 2007). Partnerships and alliances with international organisations to develop the tourism industry have been established in Libya however, which could provide a beneficial focus for constructing a cohesive tourism policy in which legislative and regulatory frameworks and governance and organisational structures are strengthened and updated (UNWTO, 2013).

To accompany these efforts, Egypt has a host of attractions to appeal to tourists. It is a Mediterranean country containing beautiful beaches and

ancient sites such as the pyramids. Its ability to display the remnants of a dominant ancient empire offer highly visible attractions for tourists eager to see the iconic monuments for themselves. These are mostly located within the Nile civilisations of the Al Aqsa area in the heart of the Egyptian Desert (Egypt Tourism, 2013). This again would suggest similarities between Egypt and Libya and encourages the traditional strategy to follow those Egyptian development plans.

As well as historic sites, Egypt has the Red Sea area containing towns and cities such as Sharm El-Sheikh and Hurghada. These areas provide classic tourism water sport products for 365 days a year (Simm, 2012). However, tourism in Egypt has been impacted heavily following the Egyptian revolution (WEF, 2013). Tourism centres near the Red Sea were least affected by events due to their distance from the main areas of conflict, in contrast to the areas between Al-Aqsa and the Giza Pyramids where tourism activity was temporarily halted due to the significant presence of security forces (Saleh and Daragahi, 2013). However, while internal attacks have undermined the country's tourism industry, increased security measures have returned some confidence resulting in an increase in tourist arrivals to Egypt (BMI 2015). It therefore shows that the development remains zonal and without a significantly consistent overall approach to managing the threats posed by the instability. This zonal/area development seems to have been less planned, but more organic in its growth which has led to a disparity in response mechanisms following the two years of upheaval.

Health tourism is an increasingly significant and growing tourist market within the Egyptian economy, and is particularly popular among Arab tourists who travel for hospital treatment to Cairo and Alexandria (Invest in Egypt, 2012). This market has also been acutely affected by the conflict resulting in strongly negative impacts on hospital revenues and health centres, and additional direct and indirect repercussions for accommodation and other tourist services (Euromonitor, 2013b). Lebanon also has a highly developed healthcare sector which has been instrumental in its growth as a health and beauty tourism destination. Significantly, international visitors accounted for 20% of patient

totals in 2013, reflecting a 30% annual growth rate since 2009 (MEH, 2013). Growth has been achieved through high quality of care and the specialist skills of Lebanese hospitals, particularly in the areas of cardiology, oncology and cosmetic surgery, in addition to government support and sponsorship (MEH, 2013). Beauty tourism has been augmented by growth in spas and related beauty attractions. These offerings are combined with other factors such as lower costs of treatment than many home countries (Bank Bemo, 2013) and the natural attractions of Lebanon which include a Mediterranean climate, attractive beaches and world heritage sites. Tourism organisations are integrated into health and recuperation packages to provide a comprehensive offering (MEH, 2013). The future for this branch of tourism in Lebanon is nevertheless in the balance as the conflict in Syria spills over into the country and the economy is faced with ever increasing costs for the refugees fleeing the fighting (World Bank, 2013). However, growth in overall tourism to Lebanon despite its current difficulties suggests an encouraging trend for Libya. The UNWTO reports that tourism arrivals increased by 6% in 2014 after falling in the previous two years (UNWTO, 2015). In 2016 however International Tourism for the Middle East decreased by 4% overall driven by a sharp -42% drop in tourism arrivals in Egypt. Nevertheless other countries such as Lebanon, Oman and the UAE experienced encouraging growth (UNWTO, 2017).

Anecdotal evidence shows that for health tourism there is a shift in target markets to greater numbers of Iraqi, Jordanian and Egyptian visitors, as they are attributed with less concern for the negative images of violence and conflict within Lebanon (Aley, 2013). The implications for Libya suggest that niche tourism products calibrated towards appropriate target markets could offer a potential route for tourism development post and during crisis.

Statistics recently compiled for Egypt show that tourism was greatly impacted after the events of January 2011. Ongoing turmoil has meant that the number of tourist visitors has experienced significant fluctuations over the past few years. Overall, international tourist arrivals plummeted from approximately 14 million in 2010 to 9.6 million in 2014 (UNWTO, 2015). In the Middle East,

tourism receipts fell by 47% in 2016 compared to 2015 following the Russian plane crash. Terrorism has severely impacted the tourist industry since 2011 (Saleh, 2016). The attack which killed 224 people on a Russian passenger plane halted Russian tourists' visits to Egypt (Dearden, 2016). Additionally, foreign investment fell by 56% between 2011 and 2013 (Kingsley, 2013). Although visitor numbers have not recovered to levels witnessed prior to 2011, a 5% growth in international arrivals has been noted accompanied by a 19% increase in tourism revenues (UNWTO, 2015). Perceptions of the stabilising security situation and increased security provision in tourism are driving the return of tourists with growth projected to increase in the coming years (Daragahi, 2014). The evidence seems to suggest that the return of tourists is much quicker than at first thought. Although not in the same pre-crisis numbers, there seems to be a market for tourism products even during times of crisis, as well as soon after a crisis.

This potentially indicates how a more gradual approach to the development of tourism and a longer lead time towards high tourism numbers is more prudent within the Libyan context. The balance between safety and development needs to be built into any strategic plan for development. It also appears that there needs to be a mechanism for de-marketing. This is where the notion of e-marketing comes into play and the essential skill of target marketing of post-crisis tourists. Kotler and Levy first used the term de-marketing in 1971 and Warnaby and Dharni (2011) applied it within the context of destinations to explain marketing activities that are aimed at decreasing the interest of visitors and investors to particular destinations, locations or regions. They explained that the reasoning behind the use of de-marketing could include reducing the effect of seasonality, market segmentation, targeting and importantly for this research they included crisis prevention and management. They concluded that 'place-demarketing' was a process that could include retuning to no marketing at all, redirecting marketing to alternative locations and restricting access by using economic tools such as pricing to demotivate the consumer. The fact that it may require a number of stakeholders within the process (often with conflicting agendas) means that communication and consultation is essential for the concept to succeed. This may be made easier in the Libyan

context in terms of the identification of the initial tourists being from socio-cultural groups and demographics and the destination hosts being of similar socio-cultural groups. The concept also fits well within the development tools that are identified by Telfer and Sharpley (2016) that include stakeholder fit and communication as key elements for successful development. The communication process in the Libyan context is initially through social media which is obviously based upon likeminded groups.

International tourist arrivals worldwide were forecasted to increase by 3.3% a year between 2010 and 2030 and reach 1.8 billion by 2030 (UNWTO, 2015). For the Middle East in 2014, international tourist arrivals increased 5% with some indication of recovery that can be beneficial to a Libyan tourism strategy based on regional linkage development (UNWTO, 2015).

Egypt has shared little of this growth, with most tourism recovery witnessed in Sharm El-Sheikh and Hurghada which are areas far from the centres of political tensions and violence (Saleh and Daragahi, 2013), however the country's tourists figures have rebounded increasing by 5% towards the end of 2015 (UNWTO, 2015). The case of Egypt suggests that tourists can return following enhancements in security measures and communication of visibility of security. Even so the risk of terror attacks is significant, particularly in the Sinai Province (BMI, 2015).

This would seem to suggest that any development in Libya may need to be zoned by potential safety parameters and risk factor analysis undertaken and provided for potential investors in the industry. These factors would rely heavily upon the potential marketing response mechanisms of the industry, which in Libya's case would include the government. Libya is yet again in a position of being able to learn from the developments happening in other Muslim countries and so build a new model of tourism development.

Research published by the Egyptian tourism ministry examined the events of the 25th January revolution in relation to tourism activities in Egypt (Al-Masalla News, 2012). The study investigated the current state of systems that support the sector and strategies to encourage the return of highly successful tourism

rates due to the sector's importance to the Egyptian economy. The report further highlighted considerable sector losses caused by the current political and security situation. It made clear that it was essential to lay down a short term plan which focuses on the recapture of high numbers of tourists from major international tourism markets such as Russia, the UK and Germany and emphasised the development of tourism areas that are least affected by the current events. Other important market development objectives were noted to be the Arab market in order to attract Arab tourists from Kuwait, Saudi Arabia and the UAE and internal tourism during holiday seasons and religious festivals (Al-Masalla News, 2012). Euromonitor predicts that domestic tourism in Egypt will grow by a Compound Annual Growth Rate (CAGR) of 10% to 2018 if the security situation remains stabilised. A focus on domestic tourism could be an important part of any development strategy for Libya. Lanquar (2011) notes that domestic tourism per dollar spent leads to greater job creation and SME development than international tourism. Domestic tourism is argued to be more resilient to crisis situations and to represent a promising market in the Middle East and North Africa (MENA) region. In 2010, domestic tourism spending multiplied three and a half times over 1990 levels (Lanquar, 2011). Globally, evidence shows that the average length of stay of domestic tourists is approximately twice that of international visitors (UNWTO, 2011). Nevertheless, despite its potential importance, Lanquar (2011) indicates that this remains to be reflected in the marketing and development policies and strategies of MENA countries.

Further initiatives included longer term plans targeted at the attraction of 25 million tourists by 2020 through developing new tourism opportunities for the Chinese and Japanese markets (Invest in Egypt, 2011). The plans additionally prioritise tax exemptions on major hotel and tourism projects (Reuters, 2012) with the Egyptian Central Bank deferring for one year all long and short-term debt payments from tourism companies, as well as providing further funding facilities (Nabil, 2013). There is no evidence on whether this intervention significantly impacted the tourism sector. Nevertheless, spending on the tourism sector and international investment has fallen from 14 billion Egyptian Pounds to 6 billion (Al-Masalla News, 2012) and evidence suggests that

continued crisis and conflict will further limit foreign investment (Kingsley, 2013). Although Egypt's economy is expected to grow slightly in the next quarters, this growth will be much lower than the country's potential as fixed investments' growth has been minimal and the tourism industry has greatly suffered (BMI, 2016)

The advantages for Libya in the above scenarios are that the government and industry have a case study that can be analysed and used within any future development plans and strategies. This is then set within the context of regional and developing countries with examples of other similar countries which are explored in relation to their responses to changing geo-political and economic environments. Change in 2014 appears to be both fundamental and rapid, so the responses need to reflect those dynamic environments.

1.2.18 The Future of Libyan Tourism

Despite the poor security situation and the political tensions which Libya is currently witnessing, there are a number of positive signs which suggest potential short term improvements in the tourism sector. These include the creation of a ministry dedicated solely to the Libyan tourism industry and its development (LANA, 2015), a landmark decision as tourism has until now been considered of secondary importance. The private tourism sector has also been liberated from pressures that were enforced by the previous government upon businessmen, companies and investors (UNWTO, 2013b). However, this needs the support of rapid changes in legislation to enforce the monitoring of economic activity in Libya and to introduce greater flexibility into financial markets and shares ownership (Pinsent Masons, 2013). Another factor is the desire of many foreign investors to take advantage of greater economic liberalisation and development opportunities which the country is currently witnessing (Kamel, 2011). These potential foreign investors are often Libyan diaspora whose experiences of investments outside Libya are often more positive than those that existed in Libya until now. Libya further has a high potential competitive advantage over neighbouring countries such as Tunisia and Egypt due to its moderate energy prices (Lin, 2011), low transport costs

(Expat Arrivals, 2013) and rising Internet use (Trading Economics, 2013) which is encouraging the tourism ministry efforts to improve legislation and stimulate the private sector (Black, 2013). Moreover, banking sector liberalisation (Hancock, 2011) may further contribute to private sector investment which will have a positive impact on the tourism sector. Potential growth could be significant by the end of the decade if efforts are focused on driving expansion (Euromonitor, 2013a), particularly in desert tourism for which Libya has unrivalled potential. It is in this context that new approaches to marketing such as social media marketing can assume a fundamental role in exploiting these opportunities. Social media can prove instrumental in the development and dissemination of social intelligence that influences traveller's decision-making processes, and enhances the effectiveness of business strategies (Sigala et al., 2012).

1.2.19 Tourism Development Theory

Dwyer et al. (2009) assert that tourism development cannot be understood separate to wider external factors such as economic trends and political factors which are key drivers of tourism. These drivers need to be considered in any tourism strategy to maintain competitive advantage and to avoid strategic drift which is characterised by a lack of direction and gradual misalignment with the external environment. Researchers have employed the classic strategic management tool, namely a PESTLE framework, which analyses the political, economic, social, technological and environmental factors which impact tourism, to evaluate the external business environment for the sector, and have identified a wide range of factors which affect three critical dimensions of tourism: the tourist, destination management and enterprise management. This potentially crude model has been criticized for the general nature of the framework and often simplistic analysis (CIPD, 2013). The model is effective for identifying the variables, but more sophisticated economic and value at risk models are necessary to drill down into key data sets. This then helps to inform the decision-making process (Henry, 2011). The basic concept of PESTLE has also been criticised because it is only as strong as the data that is input into the model (Henry, 2011) and in

developing countries such as Libya the accuracy of the data is subject to almost constant change depending upon the current political situation.

It is argued that external trends are particularly relevant to tourist decision-making as they influence choice of destination, mode of travel, post-arrival tourist activity and spending budgets. Dyer et al. (2007) outline a framework shown in Figure 24 of the proposed pattern of interaction between external trends and tourism dimensions, in which trends feed into tourist values and needs, while trend knowledge provides valuable information to predict future tourism development to contribute to more aligned destination and enterprise management.

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Figure 24 Influences of Megatrends on Tourism

Source: Adapted from Dyer et al. (2007, p64).

In practice, the framework emphasises the exposure of stakeholders to information on environmental situations and issues to develop an understanding of the existing situation and stimulate the identification of new measures and products, critical success factors and marketing strategies. A broad participation base appears critical to incorporate perspectives from both industry and government and ensure bottom up feedback flow in order to capture an accurate understanding of external contexts. It is this process that the authors stress leads to the formation of in-depth recommendations for new product development and destination and enterprise management (Dwyer et

al., 2009, p 64). Such recommendations will be driven by a focus on Islamic tourism as the basis of Libya's tourism strategy. The elements will be focused on Islamic tourism; destination management and new product development will be founded on the needs of Muslim tourists. The tourist forecast and analysis of tourist needs and values will be centred on Muslim tourists. There is a strong logic for this choice based on the growing significance of Muslim populations around the world and the growth of Islamic tourism. In 2010, Muslims accounted for 1.6 billion of the world's population and by 2030 this figure is forecast to grow 25% to 2.2 billion. As Figure 25 demonstrates, Libya is well-positioned as a destination for the 20% of Muslims living in the Middle East, in addition to large populations from its neighbouring African countries.

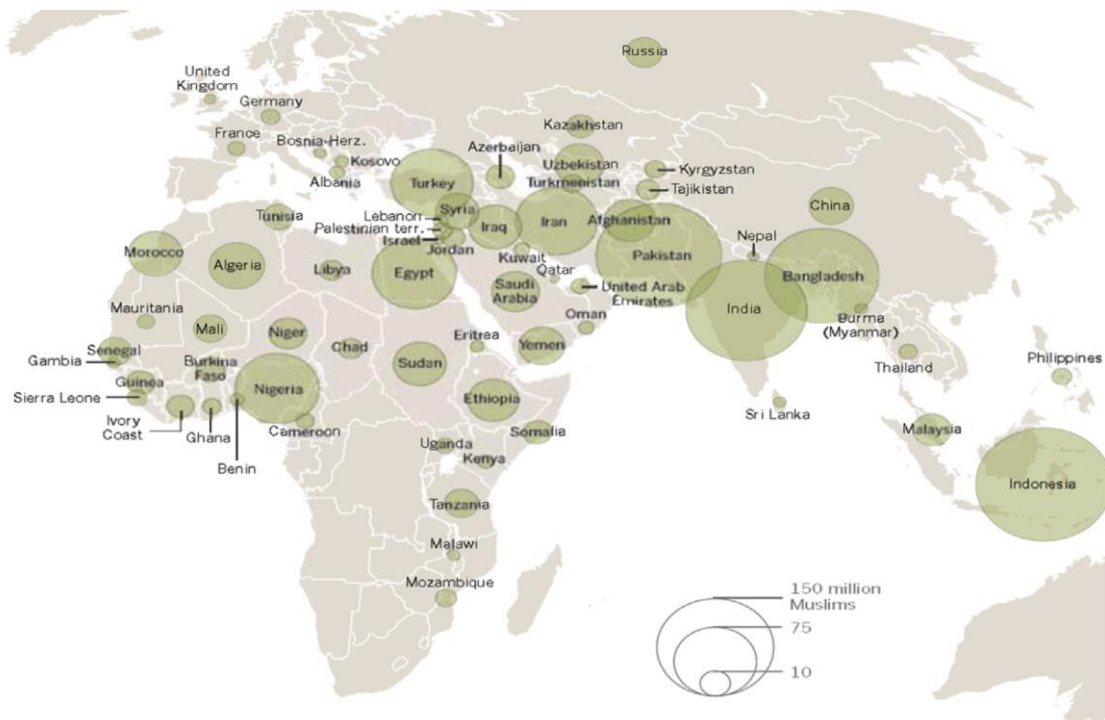


Figure 25 Muslim Population Distribution by Region

Source: Pew Research Centre (2009, p3).

Islamic tourism is an under-researched but evolving market that represents a key foundation to Libya's tourism strategy. Its proximity not only geographically but religiously and culturally provides a strong logic to shape Libya's strategy in this direction. The international context provides a further imperative for this

focus given the hostility felt by Arabs and Muslims which impacts the choice of destinations that are geographically and culturally closer (Carboni et al., 2014).

“These tendencies can be referred to as “Islamophobia”, which is defined as an irrational fear of Muslims, hatred of Islam and hostile behaviour to Arab and/or Muslim individuals and communities. This growing anti-Muslim sentiment has a communitarianism effect, as Muslim communities feel unsafe and targeted and prefer to congregate within the Muslim sphere” (Kessler 2015, p13).

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Figure 26 Global Value of Islamic Tourism

Source: Mastercard Global Muslim Travel Index (2015, p4)

Essentially, Islamic tourism reflects a novel “touristic” view of the pilgrimage principle of Islam that combines religious and leisure motivations. Islamic tourism is characterized by *“religious beliefs influence and direct Muslim adherents to travel to particular sites and influence their attitudes and behaviour, perceptions, and perhaps emotions at those sites”* (Jafari and Scott 2014, p14). It is significantly underpinned by principles of spirituality and

pilgrimage, that are central for the impetus of Islam today (Jafari and Scott, 2014). Thus the cultural and religious proximity of Libya to Islamic tourism as a market provides a basis for an enhanced understanding of destination development in line with the needs of this market. The Muslim tourist therefore provides the central focus for the development of Libya's tourism strategy, marketing and destination development.

Broadly, a theoretical framework to provide a greater understanding of the elements which drive and enhance destination development is presented by Haugland et al. (2011), who describe how critical destination management facets should combine and interact in order to provide optimum destination management. They assert that a complex, integrated, multi-level perspective is necessary for effectively developing a tourism destination. Firstly, destination management strategies need to be integrated across individual actors within the destination including singular entities such as tourism companies and local or regional authorities. These concepts guide the focus of Libya's development strategy to identify stakeholders at different levels and across the country's regions and establish appropriate mechanisms and processes to facilitate an integrated framework. In spite of Libya's context, a highly fragmented focus can be directed towards identifying opportunities for integration in different ways. For instance, social media provide an important tool to offer some level of integration, co-ordination and collaboration for Libya's young entrepreneurs or non-political actors focusing on education, training and economic development that support destination development and management.

Secondly, effective destination management involves consideration of issues across multiple levels including individual entities, at the level of the destination (across firms or individual actors) and at a larger regional level (inter-destination). The implementation of e-marketing and digital technologies is contingent on identifying the needs of a diverse range of Libyan actors and entities ranging from Libyan entrepreneurs living inside and outside the country, to small businesses, business forums or groups, authorities and agencies. This forms the basis for targeting capacity-building, developing the specific capabilities of different actors and entities to support tourism

development. Focus on regional and national partners further underpins destination management by targeting e-marketing to exploit tourism flows in countries neighbouring Libya such as Egypt, Tunisia or Algeria. Inter-destination co-operation, both with internal regions, as well as neighbouring countries, can improve tourism development for Libya (Jegdić et al. 2015).

The model framework therefore seeks to take into account integration and multiple level considerations in proposing three major destination management elements for destination development: destination capabilities, destination level coordination and inter-destination bridge ties (Haugland et al., 2011).

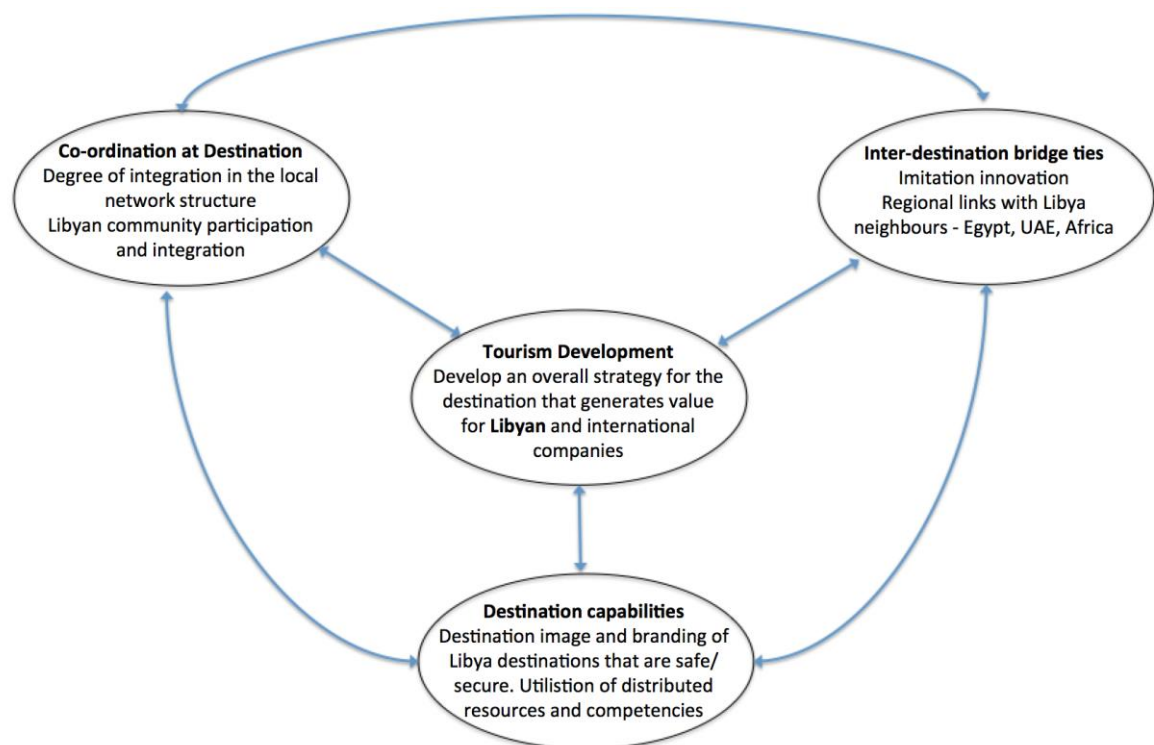


Figure 27 - A Libya Framework for Destination Development

Source: Adapted from Haugland et al. (2011, p.280)

Haugland et al. (2011) define destination capabilities as the capacity of the destination to consistently combine and reform the resources and competencies available to provide a product and service offering aligned to tourist needs and desires. In particular, destination image and branding and deployment of distributed resources are emphasised as signally important in this dimension. The case for Libyan tourism is in the first stages based upon

the destination's image from a specific perspective which is Muslim based and Libyan. This means that Haugland et al.'s reforms and competencies need to be Libyan specific as well as the destination level coordination, which it is argued is critical as destinations often consist of numerous diverse products, services, companies and strategies which can realise benefits and greater strategic and multi-level development through increased collaboration and activity coordination. Ties between different destinations and actors within them through direct or indirect links with entities such as marketing firms or development authorities are suggested as significant for gaining worthwhile insights, information and knowledge in order to learn from the strategies and best practice of more successful destinations. Again this is made possible by the Libyan context and similar destinations in the geographic region that reflect both best and worst practice. It is further argued that these three elements interact and influence each other so that, for example, the extent of integration across a destination impacts destination capabilities to produce and market its offerings (Haugland et al., 2011). In this case, the Libyan model is determined by the situation in Libya, the politicians and those ready and willing to invest in the country's future. Evidence shows that thus far the Libyan government has exerted few efforts to promote the country internationally and a distinct absence of relationships and coordination exists between authorities (Akram, 2010). The power relationships between Haugland et al.'s (2011) elements will dictate how this development happens.

A study by Shunnaq et al. (2008) offers insights into the development and management of niche destinations, arguing that development can have economic benefits, does not require extensive investment in infrastructure and is particularly appropriate in areas such as Jordan's deserts where mass tourism is impractical. Niche marketing strategies are often pursued in cases where product offerings serve only a small range of market segments or, on the other hand, there is a narrow or restricted market. This aligns with the Libyan context where only specific destinations in 'safe zones' can be considered for marketing. The underlying premise is the assumption of limited competition (Briggs, 2001). Briggs (2001) highlights the efficacy of the strategy particularly for SMEs as it focuses on understanding the needs of specific

markets resulting in tailored products and services that do not necessarily require extensive resources. In the Libyan context, this translates to understanding Islamic tourism and Muslim tourist needs and aligning specific destination development in accordance with those. A detailed evaluation of Muslim needs is presented later in this thesis. Often therefore niche markets are attractive for smaller companies, while not proving worthwhile for market principals. In Libya's context encouraging small business development can provide a dynamic economy with business that can access the market quickly through social media research and marketing. They can be turned on and off unlike major operators and be responsive to market conditions.

This can also translate to facilitating entrepreneurial opportunities for small regions and communities in Libya by isolating destinations and aligning Libyan destinations according to the specific needs of Muslims. A targeted approach is thus suggested as highly appropriate for firms endeavouring to build a more direct and close relationship with customers (Briggs, 2001).

The study reports on the outcome of a 10 year collaboration between the Jordanian government and academic institutions to develop a sustainable tourism strategy in the Jordan River Valley. Sustainable tourism is a comprehensive approach to tourism management and development focused on maximising environmental resources and conserving socio-cultural aspects such as physical heritage and local customs. In Libya's case, this would be essential and attainable in a region where tourism is yet to develop. The government and the industry would be working with a blank canvas alongside the knowledge base from the 10 year research from above. The strategy aims to ensure long-term, viable economic benefits to all stakeholders and a meaningful, satisfactory experience for tourists (Weaver, 2007), which in this case are restricted by the current situation in Libya and therefore restricted in the number of stakeholders. The study shows that community-based sustainable development is important as it involves locals in preserving their heritage, while improving their economic outlook. However, in the Jordanian context, barriers to community development were raised focused around a centralized decision-making culture in which locals were reluctant to take the

initiative unless central government support was present (Shunnaq et al., 2008). The zoning of tourism development in Libya seems to be prevalent so any initiative would require a bottom-up approach with central and local government support, but most importantly local support if the barriers indicated in the Shunnaq et al. (2008) context are to be eliminated.

Binkhorst and Den Detter (2009) propose a network approach involving the customer and all other stakeholders as co-creators in adding value and informing tourism development. This approach puts the human being at the centre of a complex experience network which entails considering all experience environments in which to develop tourism such as home, work and school (Binkhorst and Den Detter, 2009). Drawing on the literature, it is argued that customers are gaining in power and control and require greater individualised experiences involving more personal interaction with providers and resulting in co-creation informed by, and aimed at, the personal, social and cultural values of the individual. However, even though their findings show that tourism is currently lagging behind other sectors in the adoption of co-creation experiences in Libya's case there are arguments that the focus on Libyan Muslim tourism could overcome these arguments. The suggestion is that a network approach provides a greater holistic understanding of individuals and offers insight into tourism experience wants, and design and marketing responses, in which case there is an holistic understanding as outlined in section 2.3 (on Islamic tourism). Technology is considered significantly influential within a human's experience network and provides the experience environment in which co-creation can be advanced (Binkhorst and Den Detter, 2009). In this case, the adoption of social media by Libyans points to an easy route to the market.

Development theory is, therefore, based upon modelling the current and future players within the process of that development. This must vary by destination, stage of development of that destination and the stakeholders both internal and external. In Libya's case, the stakeholders are being identified, the destinations defined, but the interaction between the stakeholders will depend upon key power relationships.

1.3 Research Problem

The recent turbulent political events in Libya have resulted in a lifting of restrictions and greater evident support for tourism projects with the implication that Libya will undoubtedly face significant change in the tourism sector. The timing of the development is crucial, but still unpredictable and it is this problem that this thesis will attempt to answer in terms of how tourism can be turned on and controlled within these transitional periods. It seems, from Manderlarz's (2010) work on post-crisis tourism, that the process of redevelopment or initial development of tourism is accelerated in today's geo-political environment. The evidence suggests that the country has great potential for tourism development.

Nevertheless, Libyan tourism will only grow if appropriately financed (Temehu, 2013b). The government has consistently expressed its desire to invest in the sector and further to encourage private investors as well as commercial enterprises to invest in privately-owned homes and major projects such as resorts and hotels (Temehu, 2013b). Potential future outcomes for Libyan tourism can also be assessed through evaluation of the status of tourism in similar neighbouring countries such as Egypt, hitherto dominant in the tourism sector but continuing to suffer major setbacks since 2011 (Egypt Independent, 2011). However, industry commentators assert that both countries are expected to regain their popularity and develop tourism further (Euromonitor, 2013a; Reuters, 2012).

Libyans generally are highly positive and receptive towards the idea of increased tourism development, nevertheless, it is suggested that a more complete view can only be gained through greater in-depth research including a survey of attitudes. In order for Libya to reach its maximum tourism and investment potential, it must effectively market and promote itself as a beautiful, untouched country. This thesis is, therefore, proposing that Libya can do so by modelling the marketing responses of social media and networking, which include the new paradigms of e-relationship marketing and much faster

mediums from previous marketing responses, which based themselves on traditional marketing paradigms.

Overall, Libya has high potential for tourism development and is expected to steadily gain popularity; however, it will only achieve this potential once internal security is effectively established and it becomes a safe environment (Euromonitor, 2013a). This issue has been recognised by the new government as evidenced by its plans to rapidly create and train security and police forces (Reuters, 2013b). With the potential restoration of peace and security, Libya has all the ingredients to become a major tourism destination. The thesis is, therefore, proposing that it can do this by modelling the marketing responses of social media and networking, which includes the new paradigms of e-relationship marketing and much faster mediums from previous marketing responses, which based themselves on traditional marketing paradigms.

The core of this problem and the focus of this thesis centre on the development of a model for tourism development that defines a dynamic approach integrating critical elements of tourism development according to Libya's context. Tourism development for Libya needs to account for the temporal factors that point to a phased flexible development exploiting the country's existing strengths and supporting essential capacity building and image management. The timing of the development is crucial and challenging. Given the unpredictability of the Libyan context, the answer lies in how e-marketing can facilitate the development and control of tourism within these transitional periods.

1.4 Research Questions

The overarching research question arising from this context is concerned with understanding how e-marketing can facilitate the development and control of tourism within these transitional periods.

- What are the critical factors, issues and priorities in developing supply and demand side factors in Libya's tourism development?

- How can e-marketing enhance destination policy, planning and development goals and processes that maximise Libya's tourism potential within its transitional phases?
- How can e-marketing facilitate destination marketing and management that enhances the country's core resources supporting factors?
- What tourism response mechanisms can be modelled to account for temporal factors that develop and sustain the country's capacity to competitively market its destinations?

1.5 Aims and Objectives

The primary purpose of this study is to explore the role of e-marketing in tourism development in Libya and to identify key strategies and processes that can facilitate the country's transitional period. This study explores routes for tourism development through the lens of e-marketing tools within the specific context of the current transitional period. The key objectives to address the research questions are formulated as follows:

- To study the role of e-marketing in facilitating tourism development and management in Libya's transitional period.
- To investigate consumer behaviours and needs, and attitudes towards Libya as a tourist destination.
- To investigate stakeholder perspectives on developing Libya's tourism capacity in its transitional context.
- To identify and develop a sustainable model for tourism development with appropriate components and characteristics to enhance the country's capacity to competitively market its destinations.

1.6 Contribution to Knowledge

This thesis has adopted a technology-relational approach to tourism development in exploring the relationship between development theory and

destination management. The study contributes new insights into the application of e-marketing technologies for destination planning and management in crisis and post-crisis tourism. In particular, this thesis contributes three factors to the knowledge base which are: the modelling of tourism response mechanisms, the application of this within an Islamic cultural tourism context, and within a developing country. It describes the modelling of marketing responses on social media and networking incorporating new paradigms of e-relationship marketing. In Libya's case, the stakeholders are being identified, the destinations defined, but the interaction between the stakeholders in this case will depend upon key power relationships. A related key contribution is a transitional perspective on tourism development theory identifying critical factors in aligning tourism development to specific destinations contexts and stage of development. This has illuminated development theory in providing insights into the modelling of current and future players and their needs within the process of that development.

1.7 Thesis Structure

The literature in chapter 2 presents the theoretical and contextual framework for this thesis. The initial sections explore post-crisis tourism development theory and Islamic tourism. The specific perspective and context cross-cutting the theme of this literature review is Muslim based and Libyan. A theoretical validation of Islamic tourism and Muslim tourists as the primary target for Libyan tourism strategy is outlined. This strategic assumption provides the context and links to a related discussion of e-marketing theory as the vehicle for marketing Islamic tourism and evaluates destination and relation marketing paradigms. Technological dimensions of tourism marketing including Big Data, gamification, virtual tourism and social media are evaluated from a tourism development perspective. The final section in chapter 2 presents the conceptual framework for the study. Chapter 3 describes and justifies the methodological design of this study and details the research methods employed and data collection and analysis procedures. Chapter 4 presents the results from case analysis of secondary data across a sample of countries that explores post-crisis and e-marketing strategies. Chapter 5 presents the results

of the primary research case study data: a survey questionnaire of Muslim tourist and interviews of different stakeholder groups inside Libya. The main findings of the triangulation of data are presented in a discussion in Chapter 6. Finally, Chapter 7 concludes the present thesis with a summarization of results and key conclusions, limitations and future research avenues.

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

In this chapter, a critical evaluation of the research and literature will be undertaken for the purpose of providing a wider comprehension of the subject area and establishing the theoretical base which underpins the topic. Veal (2006) asserts that it is important to demonstrate a relationship between previous studies and the intended research with a view to determining knowledge and theory gaps. Further, comparisons between this research's findings and previous literature will increase the value and relevancy of this study.

An important aim of this research is to critically analyse the previous literature concerning conventional and Internet marketing, digital mediums and how these relate to consumer decision-making behaviour. This chapter begins by exploring post-crisis tourism and presents recent thinking behind it, in terms of the setting for development and the customer acceptance process of post-crisis destinations. Development theory therefore provides the rubric for how the response mechanisms fit within stages of development and how they will inherently change during that development process within destinations. The key element of both soft and hard political intervention seem also to be increasingly influenced by the adoption of E-Marketing and within a social media context. The Arab spring was influenced and often controlled by social media and the association of groups through the internet. The perspective of the Muslim tourist (the catalyst for initial and often sustainable tourist development) is then explored focusing on the dimensions of Islamic tourism and the implications for marketing. Any development requires a management process outlined in the following section focusing on new developments in marketing theory and processes. This includes evaluating conventional marketing theory and ideas, as these have been found to underpin marketing literature approaches to the evolving concept of Internet marketing (Dann and Dann, 2011). The chapter will further seek to make a connection between current approaches and practices within Internet marketing and their effects on

consumer decision-making behaviour which will furnish a theoretical framework for the research and establish shortcomings in present knowledge. It further continues with an overview of emerging and innovative approaches to tourism marketing based on technology. Recent developments include the capability for tourism marketers to develop marketing strategies based on the in-depth analysis of consumer behaviour utilising big data techniques. Integrated mobile communications are also explored due to their increasing importance in connecting tourists to information throughout the whole of the travel cycle and accessible anywhere and at any time (Hopken, 2010). The concept of gamification is also examined due to its increasing application in tourism development and marketing. The final sections examine creative and cultural aspects of tourism increasingly acknowledged as critical resources within tourism systems. Cultural tourism has been cited as one of the most rapidly growing tourism segments globally (OECD, 2014), while creative tourism represents an innovative approach to tourism development emphasising intangible content, creativity and innovation.

2.2 Post-Crisis Tourism

A study by Dolnicar (2007) investigated the importance of different risk-related perceptions on intended destination choice in the student and adventure traveller tourism segments in Australia. Using both quantitative and qualitative methods, which incorporated a survey of over 1,000 participants, the results of the analysis found that the two main risk-related areas of concern for both groups were safety and health. The most significant safety-related risks and the highest identified in any category were war and terrorism, while disease was the highest rated health risk. Notably, the results of the analysis showed that 80% of adventure travellers would modify their booking behaviour based on the risk of military conflict, which does leave a potential 20% of this segment. The study highlights the fact that risk perceptions showed differences depending on the domestic or overseas context, and emphasises the implications for destination image management in terms of understanding the destination-specific risk profile, the fears of the different tourist market segments and the optimum means of conveying information in order to target

marketing towards reassurance (Dolnicar, 2007). The research does fail to explore how the factor of cultural ties could alter the decision making process, as diaspora and a sense of 'cultural support' for the destination could affect reassurance.

A study by Wang (2009) examined the impact of various crises and macroeconomic changes on tourism in Taiwan over a ten-year period, during which four significant crises occurred within the country. Employing a mathematical model to test the relationships between inbound tourism numbers and crisis events, the results of the analysis found significant negative impacts on inbound tourism. In particular, crises related to national or international safety revealed the greatest negative impact with the 2003 outbreak of Severe Acute Respiratory Syndrome (SARS) demonstrating the highest drop in tourism numbers. Effects from the 1997 Asian financial crisis however were significantly more muted. Based on these findings, the author suggests that national tourism authorities prioritise the health and safety of inbound travellers and further develop a wider understanding of important national tourism markets in order to tailor post-crisis strategies to these markets (Wang, 2009). Again this fails to explore the cultural aspect of the decision making process.

Mandelartz (2012) stresses that previous beliefs in the power of crises to impact negatively on tourist perceptions and demand may not be entirely applicable in the modern context. It is argued that risk in contemporary society is highly embedded and has become less calculable and controllable and invisible to the senses. As a result, the author suggests that individuals often make their own evaluations and judgments of risk in the face of conflicting expert and media advice, frequently perceiving that risk is routine and present anywhere and in all walks of life. Certain travellers do not therefore apprehend the necessity of changing their travel plans and evaluate the risks for themselves. Furthermore, many tourists who travel to post-crisis destinations remain within a larger group that provides a shield or "bubble" which they perceive protects against dangerous situations. The study shows that visitors to Morocco following a terrorist attack displayed the mentality outlined. It is

further argued that these “risk society travellers” (Mandelartz, 2012, p.524) potentially indicate to a wider world the perception that travels to a particular post-crisis destination is safe (Mandelartz, 2012). This point emphasises the importance of understanding the major role that risk travellers could play in shaping and developing a post-crisis tourism strategy. Further, increased understanding of how tourism managers could strategically support risk traveller decision-making processes is potentially significant and could present potential avenues for social media strategies.

These three cases underscore the importance of focusing and aligning to tourists that are compatible to Libya’s tourism context and to manage risk and image to maximise the visitors’ numbers. The concept of post risk therefore seems to focus on the future perception of that risk, but based upon opinions of the destination from historic evaluations of that risk. The situation in Libya may appear as ‘high risk’ to one cultural interpretation of that risk, for example the European sun, sea and sand sector may be potentially much higher than Libyan Muslim culture based tourist diaspora.

2.3 Tourism and Politics

Tourism and politics are deeply interlinked and embedded given that tourism involves the harnessing and development of local, regional and national inheritances, culture and sites entailing economic, social, and environmental impacts (Hollinshead and Suleman, 2017). In particular the emphasis placed on tourism and policy development, implementation and outcomes are all influenced by diverse interests at these different levels (Hall, 1994). Literature stresses the highly political character of tourism planning and development that expands beyond formal structures and encompasses the power relations between different stakeholders (Henderson, 2003; Veal, 2002).

Power has been identified as “the interplay of individuals, organisations and agencies influencing, or trying to influence the direction of policy” (Hall, 1994, p.13). The distribution of power among different stakeholders is found to in turn impact the allocation of resources, decision-making and policy creation (Fallon, 2001). Tourism planning and development can involve conflicting

perspectives and power struggles among different stakeholders at many different levels (Hollinshead and Suleman, 2017; Scheyvens, 2011). Evidence from Farmaki et al., (2015) shows that complex political contexts and stakeholder conflicts can significantly challenge tourism implementation, emphasising a need to link policy making and structures, values and power within tourism development processes.

In the context of Libya consideration of the complex political landscape and the allocation of power across formal and non-formal structures is vital to tourism development. With the collapse of formal transition processes and centralised leadership non-formal actors have accrued significant power and hegemony (Tabib, 2016; Lacher, 2016). These include local ruling elites, representing a return to leadership based on traditional or tribal legitimacy (Tabib, 2014). Powerful groups in society can exert significant influence over how local or national heritage is framed, interpreted and represented within tourism promotion, and over how a place, space, custom or culture should be valued which can become the dominant perspective in conflict with the perspectives of other actors (Hollinshead and Suleman, 2017). Research shows that powerful interest groups employ strategies to establish their own worldviews over those of others (Hollinshead and Suleman, 2017). This points to a need for contextualised understanding of the specific dynamics of power distribution across different stakeholders in Libya and the implications for tourism planning and development.

2.4 Islamic Tourism

A focus on specific market segments enables in-crisis and post-crisis tourism strategies to be targeted and guides the forming of destination development, planning and resources development towards a specific segment. As discussed earlier, the focus of a proposed tourism strategy for Libya centres on Islamic tourism and that destination management and new product development will be founded on the needs of Muslim tourist.

Islamic tourism has been increasing as the global Muslim population has grown and the development of Arab countries has risen. It is viewed as a

market segment with high potential in the short-term, as well as substantial economic promise, and has recently attracted significant interest, with Muslim countries regarded as an emerging tourism market. Islamic tourism is a recent concept which can be narrowly defined as tourism occurring between Muslim and/or Arab nations (Kessler, 2015). Broader definitions include so-called “Halal Tourism”, i.e. tourism respecting the religious principles of Islam, as well as tourism with religious aims, such as the Hajj pilgrimage. Thus tourist typology, travelling location, way of travel, and travel purpose are all factors used to define Islamic tourism, as well as complicating its definition (Kessler, 2015).

This then implies an understanding of Islamic tourism as a key potential growth sector in the overall global tourism market. Zamani-Farahani and Henderson (2010), for example, reviewed various aspects of Islam in relation to tourism. They find that tourism is not incompatible with Islam, however they suggest that state religion has a significant influence over tourism policies and development strategies, ranging from target markets to destination conditions. For instance, Saudi Arabia’s tourism development strategy emphasises traditional Islamic values, while it and Iran both focus on attracting regional, mainly Muslim visitors (Zamani-Farahani and Henderson 2010). From the literature, the authors identify a number of barriers to Islamic destination development. These include less developed economies, concerns over safety and security, and political disinterest and ineffective policies. They also assert that tourism from Western countries is underdeveloped due to potential cultural and political conflicts and a desire from certain Islamic countries to restrict tourism to regional and Islamic travellers. The authors suggest that further research is needed into individual Islamic states and international comparisons, analysis of Muslim tourist motivations and their expectations, and the extent to which there is religious intervention in tourism development in various countries (Zamani-Farahani and Henderson 2010). In Libya, Sunni Muslims account for more than 95% of the population and this facet should be reflected in the country’s tourism marketing strategy (Ham, 2007). Focusing on marketing to Sunnis Muslims and developing relationships with countries in

the region to minimise the potential for religious conflict and align the country to the needs of Sunni Muslims.

2.4.1 Islamic Consumption

Given that the focus of this study is on understanding how to market Libya as a tourism destination, significant importance is attached to understanding Islamic consumption and how this is manifested in tourism and the specific characteristics of the Muslim consumer. Such knowledge can support Libyan marketers to comprehend the decision-making and judgements of Muslim consumers which account for 23% of the global population (Alkhasawneh, 2015). Representing a substantial current and future market opportunity, Muslims are a majority in over 50 countries and are highly youthful, with a third aged less than 14 years (Vohra et al., 2009). Global revenues derived from Muslim tourists are estimated at US\$126 billion, representing 12% of overall outbound tourism and predicted to rise by nearly 5% annually over the medium term (Khan and Janmohamed, 2011). Moreover, there appears significant potential for Libya to appeal to regional Muslim tourists from North Africa and the Middle East which constitute around 60% of total Muslim tourist revenues (Khan and Janmohamed, 2011).

Shiffman and Kanuk (1997) identified that buying decisions among different religious groups reflect religious identities, knowledge and beliefs. Therefore, as a complete and prescriptive way of life, it is to be expected that Muslims have distinct consumption patterns in line with religious principles (Alkhasawneh, 2015). Notably, an extensive survey of US Muslim consumers shows that for 97% of respondents religion is an important part of consumption decisions (Hussain, 2011). The conceptual and ethical basis for Muslim consumer behaviour lies in Shariah law, which is a moral and legal frame of reference influencing and controlling individual behaviour and self-interest within society (Kurshid, 1992). Shariah emphasises daily human conduct and mandates behaviour in relation to a range of aspects of the social environment including dress, food, drink, hygiene, communication and etiquette (Stephenson, 2014).

Ramli and Mirza (2007) emphasise that Islamic law stresses a balanced approach to consumption underpinned by four key Islamic principles: lawful (halal) consumption, forbidden products and services (haram), ethical purchasing values and an exhortation to moderation. Alkhasawneh (2015) notes that the conditions placed on Islamic consumption are aimed at protecting the interests of overall society, suggesting that sustainable aspects within tourism could potentially be appealing. Shaikh and Sharma (2015) highlight that Muslim consumption patterns can be divided into four categories of well-defined halal and haram consumption, and lesser defined consumption of makroo and mashbooh products and services which are respectively either discouraged and to be avoided, or suspect and open-ended. These latter types of consumption are asserted to be the most commonly adopted within contemporary Islamic consumer patterns emerging from the difficulties for religious scholars of defining and achieving consensus on what may be haram in modern technologies and social developments (Shaikh and Sharma, 2015).

2.4.2 Islamic Consumption of Tourism

The influence of Islamic principles on the Muslim consumer further relates to how they are expressed in relation to hospitality and tourism. Islamic tourism can be defined as tourism specifically aimed at Muslim tourists, provided by Muslim countries and companies, involving locations and events associated with Islam (Zamani-Farahani and Henderson, 2010). Haq and Medhekar (2015) identify that Islamic tourism can be based on diverse forms of tourism including spiritual, cultural, heritage, medical and adventure tourism. Islamic tourism is highly embedded theoretically in the Islamic faith and practices (Haq, 2013) and travel is an essential concept significantly associated with spiritual journeys and providing hospitality and succour to guests and wayfarers (Haq and Jackson, 2009). Stephenson (2014) argues that, in the need to understand how Islamic principles of hospitality are expressed and intersect with tourism, one critical aspect relates to intangible aspects of hospitality and conviviality. Traditional values of Muslim hospitality emphasise aspects such as congeniality and reverence, kindness and generosity however prescribed limits are provided in order not to exceed social

boundaries (Stephenson, 2014). Highly associated with spiritual or religious purposes, Din (1989) notes that Islamic forms of travel sanction compassionate treatment of travellers promoting a sense of unity and reciprocity among the Muslim community, as well as cross-cultural communication and understanding. Mason (2011) suggests that Islamic hospitality and travel can further be understood from a cultural perspective given the heterogeneous nature of pan-Arab traditions of hospitality.

However, as hospitality has evolved to become more formal, systematic, and structured several studies have examined the perception of tangible aspects of tourism and hospitality service quality from a Muslim perspective. Gayatri and Mort (2011) use an established service quality research approach to propose a model of tourism and hospitality service quality focusing on the Muslim perspective and the development of a model or product. Findings showed that Muslim consumers perceive similar key issues in the evaluation of service quality as non-Muslim customers, however a number of supplementary attributes were also perceived as important influenced by Muslim religious and cultural values. These included halal or haram products and services, attention to Islamic religious activities, humaneness, trustworthiness and honesty within tourism providers (Shaikh and Sharma, 2015). Stephenson et al. (2010) note that as both a social and cultural phenomenon the hospitality industry should reflect the religious and ethnic aspects of host cultures. Islamic principles and Shariah law can underpin a range of tangible hospitality aspects which if integrated within hospitality venues are potentially significantly appealing to Muslim tourists. Al-Harmaneh and Steiner (2004) note that perspectives on Islamic tourism involve the re-orientation of tourist destinations towards more Islamic cultural, religious and historical sites.

Substantial consensus is provided in the literature on the specific features of Shariah-compliant hotels. Stephenson (2014) proposes five essential components: human resources, including dress codes, moral codes of conduct for employees and guests, and customer-centric service delivery; private rooms, in which women and families are given separate floors and bedrooms and bathrooms, and include features such as room markers pointing to Mecca,

conservative television channels and prayer mats; dining facilities, providing halal food and no alcohol, and separate provision for women and families; other leisure facilities, such as swimming pools or spas for which there should be separate facilities for different genders, prayer rooms and associated purification facilities, and appropriate entertainment. The final component, business operations, involves ethical business processes such as marketing and promotion and social responsibility strategies linked to Islamic values (Stephenson, 2014). Stephenson (2014) highlights that the provision of halal food is fundamental to Muslim tourist needs and is one of the most critical aspects of Islamic hospitality. Opportunities are identified in the potential to adapt local culinary practices to halal ingredients to produce distinguished cuisine serving a broad market of customers.

This framework is consistent with Jurattanasan and Jaroenwisan (2014) who identify sixteen features of Shariah-compliant hotels in a review of the literature and related-research. Omar et al. (2013) further highlight a five-dimensional model of Shariah-compliant hospitality of food and beverage, facilities, financial, interior design and operations, emphasising a significant consistency with Stephenson (2014). Despite such strong agreement, however, an important caveat is that to a great extent the frameworks are highly emergent, as evidence shows that currently few hotels aiming at the Islamic market are able to provide a fully Shariah compliant environment, and are frequently focused on just one aspect such as halal menus or alcohol-free environments (Omar et al., 2013). This shows that there may be a significant lack of understanding within the hospitality industry on the practical implications of implementing fully Shariah compliant hotels. Moreover, the studies provide limited empirical evidence on which aspects of Shariah compliant accommodation are particularly valued by Muslim guests suggesting a further lack of guidance for the industry and the need for further research in this area.

Another aspect highlighted in the literature as important to Muslim consumers in tourism experiences is the availability of halal food products and cuisine. Food and local and heritage cuisines have been acknowledged as a significant

tool for destination promotion (Hudson and Miller, 2005) and as a critical element of a region's culture and uniqueness (Chhabra et al., 2003). It is also acknowledged as fundamental for Muslim tourists for whom halal food consumption is a central element within Islamic tourism (Omar et al., 2014). Omar et al. (2014) shows that Muslim tourists are often reluctant or prohibited in experimenting with local cuisines because of the potential risk of halal non-compliance. In a study of Muslim tourists in Malaysia which has a rich and diverse heritage of local halal and non-halal cuisine, ambiguity in halal certification impacted Muslim tourists' intention to purchase.

2.4.3 Muslim Consumers

When considering the marketing of tourism destinations to Muslim consumers a range of studies have demonstrated that Muslim consumers have differentiated aspects and facets that highlight potential opportunities and elements for consideration. In order to market successfully to particular segments, it has been acknowledged as essential to understand the values, psychology and behaviours of target groups (Karim et al., 2011). Muslim communities tend to be highly collectivist and relationship and trust-oriented in most regional or national contexts. These attributes underpin the acknowledged influence of peer feedback and word of mouth on consumer decision-making and a propensity towards brand loyalty (Hussain, 2011). Over 80% of participants in a recent industry survey professed intention to buy brands which supported Muslim identity in some way (Hussain, 2011). Hussain (2011) suggests that recent technological developments and the importance of word of mouth within Muslim society mean that brand interactions with Muslim customers, particularly if negative, amount to interactions with the Muslim community as a whole.

Adherence to the Muslim religion has multiple and diverse implications for marketers. Muslims, especially the younger generation, are highly likely to acknowledge the importance of religion in their lives (Hussain, 2011). One ramification is a potential increase in desire for Muslim-produced products and services. Findings by Karim et al. (2011) show that a greater Muslim

orientation raises the intention to purchase goods or services produced in an Islamic country or by Muslims. This is supported by Shaikh and Sharma (2015) who note that many Muslims prefer to travel with Islamic airlines as a result of alignment with Islamic principles such as food and adherence to dress codes. Their research shows that fifty percent of Muslim travellers would utilise halal-friendly facilities if available and 30% would intentionally look for strict Shariah-compliant services. This has further implications in terms of consumer behaviour. Shaikh and Sharma (2015) emphasise that the increased interest in Islamic features of travel and tourism is driving the widespread development of dedicated websites and blogs influencing choice of destinations or providing information on how to travel to selected destinations in a halal way. This underlines the potential opportunities for Libyan tourism marketers to exploit online tools, networks and communities to connect with Muslim consumers. However, Hussain (2011) suggests that Muslims may be less concerned about the religious origin of halal products than the sincerity of the manufacturer to produce a product that is pure and meets Muslim criteria, as shown by the significant consumption of kosher products by US Muslims.

Recent research has identified that more nuanced and segmented approaches to targeting Muslim customers may need to be considered. Industry research highlights that younger Muslim consumers have different perspectives and outlooks to previous generations marked by a deeper influence of faith in their lives (Ogilvy Noor, 2010). A more questioning and challenging attitude is evidenced with less reliance on face-value extending to consumer products. For example, it is noted that halal certification is not by itself enough to persuade younger consumers that the business is conducted in line with Islamic values. Authenticity, honesty and transparency are therefore values which need to be emphasised to appeal to this market (Ogilvy Noor, 2010). Shaikh and Sharma (2015) further identify that in their attitude young Muslim consumers are generally as positive towards modern communications technologies and tools, as any other type of consumer, often utilising technologies for religious purposes and to access religious content.

Vohra et al. (2009) provide further insight into Muslim consumers and how they are potentially differentiated. Findings from a significant in-depth 10-country study of Muslim consumers identified five distinct segments consisting of religious conservatives, new age Muslims, societal conformists, pragmatic strivers and liberals. Religious conservatives are identified as traditional believers, mainly older males, frequently anti-media and information-adverse and mainly accessing TV or Internet sites for religious content and travel for religious purposes. The perspective of new age Muslims is highlighted as religious and grounded in values and traditions but without expecting others to follow religious practices. Often supportive of gender equality, education and mainly female, this segment is identified as open to new age media and Internet and interested in novel trends and fashion (Vohra et al., 2009). Societal conformists tend to adhere to social norms even at the expense of personal choice. Lacking self-confidence conformists, mainly consisting of lower-class males, are acknowledged not to hold strong religious beliefs and generally rely on others to make decisions. Pragmatic strivers are identified as non-traditional, open-minded and ambitious and willing to compromise on religious values to fulfil goals. This is highlighted as the least affluent segment primarily located outside of towns. The most affluent and youthful segment are liberals, acknowledged as independent, assertive and broad-minded and willing to experiment with different options even if not conforming to accepted religious and societal practices and customs. This group is highly attentive to the latest news, business, adventures and holidays (Vohra et al., 2009).

An industry study across four major Muslim markets by Young (2010) identified six major Muslim consumer segments grouped under Traditionalists and Futurists. Closely aligning with Vohra et al. (2009) and Ogilvy Noor (2010), Futurists are young but steadfast and proud of their religious beliefs however they are more individualistic and open to questioning, particularly in relation to corporate intentions. Young (2010) highlights that fundamentally, this segment seeks to incorporate a more globalised lifestyle in the ambit of their own culture without compromising core beliefs and practices.

The young demographic of Muslim consumers, many of whom have high buying power, suggests the potential for social media based strategies to be effective in reaching the target consumers (El-Fatatry et al., 2011). Muslim digital audiences have reached critical mass and are accessible through many channels such as Muxlim, Facebook (Muslim groups), YouTube (Muslim channels), Naseeb and other numerable sites. Many Muslim consumers are using the Internet to access both mainstream and Muslim-specific content and media (El-Fatatry et al., 2011). Sarwar et al. (2013) show the potential for social media and online marketing to influence the intention to buy among Muslim consumers. Muslim users in Malaysia preferred to use social media for purchasing online and were influenced by the postings and social media marketing of brands. However, research has highlighted multiple facets of behaviour unique to Muslim online consumers pointing to potential factors and enablers to be incorporated within online tourism marketing strategies. El-Fatatry et al. (2011) highlight that marketing online and through social media to Muslim consumers should be strategic and well-managed considering the distrust of many Muslim consumers of popular mainstream channels such as Twitter and YouTube. Moreover, Suhaimi et al. (2013) stress that Muslim consumers are likely to be influenced by religious considerations in relation to Internet usage such as whether current e-commerce processes are blended with un-Islamic aspects such as gambling, gharar (uncertainty), or riba (interest).

A range of disparate aspects in relation to specific characteristics or attributes of the Muslim consumer and decision-making have been identified in several studies. Anuar et al. (2014) distinguish an implication to religious adherence in the finding that, in line with religious exhortations to be generous, Muslim consumers are receptive to cause-related marketing in which money from the purchase of products is donated to worthy or charitable causes and consumer awareness predicted intention to buy. Muslim consumers' cultural inclinations towards trusted recommendations and word of mouth are reflected in the influence of celebrity recommendations or endorsement on intention to purchase. Suki (2014) shows that Muslim consumers are more receptive to the influence of perceived celebrity expertise and attitudes towards brands with

trust potentially linked to the apprehension that endorsed products or services are more likely to align with Shariah principles. Muslim consumers are also highly brand-aware with recent research highlighting that for 70% of US Muslims surveyed brands played an important role in purchase decisions in comparison with 55% for non-Muslim Americans while brand choice was much less dependent on price (AMC, 2011). This is supported by El-Fatatry et al. (2011) who show that Muslim consumers are more highly aware of popular brands than general consumers. These findings highlight potential avenues for Islamic tourism marketing. Ramzay and Eldahan (2015) further emphasise the importance of trust for Muslim consumers as a lack of regulation and a history of poor service quality, misrepresentation and mistreatment has made many Muslim consumers more mistrustful of corporations and Halal branding.

2.4.4 Islamic Tourism and Libya

The literature points to a range of issues and influences on consumer decision-making and choice involving psychological factors such as attitudes, perceptions, values and motivations. Emerging themes in the context of Islamic tourism emphasise the influence of religion on value perceptions and choice and how tourism is perceived in host countries. These themes are significant to orientate Libya's tourism development and marketing strategy to address the needs of Muslim consumers. According to Zamani-Farahani and Musa (2012, p86) "the Islamic religion has been shown to have profound consequences for destination conditions and inbound and outbound tourists and be influential in determining the content, direction and implementation of tourism policy"

It has been asserted that the concept of value in tourism needs to be broadened to capture the needs and expectations of Muslim tourists (Duman, 2012). Nevertheless complexity is noted in understanding perceived value in Islamic tourism as a result of inconsistencies and ambiguities in defining what Islamic tourism is (Henderson, 2010; Duman, 2012). Duman (2012) highlights that explanations tend to focus either on the supply side or the demand side. Henderson (2010) provides a supply side definition explaining Islamic tourism

broadly as any product development or marketing activities aimed at and designed for Muslims. Shakiry (2006) highlights that Islamic tourism concepts are not restricted to religious tourism but can be broadened to include all forms of tourism with the exception of those which contravene Islamic values. Ala-Hamarneh (2011) outlines three fundamental perspectives underpinning the Islamic tourism concept. An economic perspective emphasises new tourism markets and destinations emerging from intra-Muslim and intra-Arab tourism, while a cultural perspective concentrates on the incorporation of Islamic religious and cultural destinations and elements of pedagogy in tourism programmes. A third perspective remains to be distinctly defined relating to a religious and conservative focus for tourism activity that includes Shariah compliant offerings (Ala-Hamarneh, 2011). As will be demonstrated further in this chapter, Libya aligns well with these perspectives given the range of religious and cultural resources that can fulfil different forms of Islamic tourism.

The diverse range of elements and perspectives offered by explanations of Islamic tourism suggests that this industry segment is still to be fully comprehended in research and practice. Duman (2012) asserts that current definitions fail to provide understanding of the motives that govern travel in the Islamic context. It is claimed that in Islam travel is a religiously purposeful activity in which Muslims aim to achieve spiritual, social and physical aims as encouraged by Islamic theology. There are many facets of Libya's culture, values and attitudes that are consistent with Muslim values and the national cultural values of Arab countries in the region. Libyan culture and national resources align with these three purposes. Libya's Islamic heritage is founded on a rich history of Islamic architecture and history, while socially Libya's culture shares similar social and family values that resonate with Muslim tourists. Physically, Libya's natural resources including seas, mountains and desert provide a diverse array of physical opportunities for adventurers and explorers (Ham, 2007).

Duman (2012) argues for a motivational view of the Islamic tourism concept, in which definitions link to Islamically acceptable reasons for travel. Utilising this perspective, Islamic tourism is defined as originating from Islamic motivations

and implemented according to Shariah principles (Duman, 2012). Islamic tourism is therefore explained from the demand side. Duman (2012) further introduces the concept of Halal tourism argued to represent the supply side in which sectors, services and goods are provided for consumption in alignment with Shariah and halal principles (Duman, 2012). A model of perceived value from the demand perspective of Muslim tourists is proposed (Duman, 2012). Notably Islamic motivations for travel, in addition to generic motivations, are proposed to influence decision-making in relation to Shariah compliant offerings. Generic motivations may also include decisions leading to purchase of non-Shariah compliant offerings. Nevertheless, in service consumption it is argued that four main elements of affective, monetary, non-monetary and quality aspects, impact decision-making for all types of tourist leading to perceived value and satisfaction and behavioural intentions. For Muslim tourists, all these elements, however, need to be aligned to Shariah compliance (Duman, 2012). Again, Libya's religious context aligns well and the population are well positioned to understand the needs of Muslim tourists and be engaged in the destination management, product development and marketing. Shariah compliance is embedded in Libyan culture

Scholars have noted that the success of destination marketing targeted towards Muslim tourists could be influenced by observing Islamic precepts in tourism activities. The five pillars of Islam, make mandatory for Muslims five actions: declaration of faith, daily prayer, compulsory giving, fasting in Ramadan and pilgrimage to Mecca (Ham, 2007, p53). These pillars should underpin the development of tourist experiences for Muslims in addition to Islamic values and attitudes. Battour et al. (2010) conducted an empirical study to determine what Islamic religious attributes in tourism destinations are significant for Muslim tourists. The findings from focus groups and interviews with Muslim tourists in Malaysia indicated firstly that significant differences existed between male and female participants in their attitudes. Female respondents showed a more prominent inclination towards privacy and segregation in entertainment facilities, while males focused more on Halal issues and the existence of worship facilities (Battour et al., 2010). This

suggests that tourism development and marketing directed at the Islamic tourism market should take into account gender diversity in shaping offerings.

In addition, the findings also indicated a number of tangible and intangible aspects of hospitality found to be important for Muslim guests. An essential tangible element noted was the easy accessibility of prayer facilities which Battour et al. (2010) argue should be considered as a primary requirement for tourism planners. Linked to this necessity is the highlighted demand for Qiblah direction pointers and copies of the Quran in hotel rooms and ablution facilities in hotels and airports. All respondents further emphasised the availability of halal food as a basic requirement within travel destinations and hospitality facilities with participants noting that this was a major factor in their choice of destination. The issue of appropriate food was found to be important not only for destinations, but also highlighted that it should be extended to travel amenities such as airlines and airports, indicated as frequently lacking halal provision.

Tangible aspects further extended to the supply of alcohol which preoccupied the majority of participants (Battour et al., 2010). Nevertheless, the literature highlights potential difficulties for destinations that cater to a wide range of Muslim and non-Muslim tourists in implementing Islamic oriented services. Given the constraints of resources and skills, it is logical to adopt a strategy focusing efforts on Islamic tourism to dedicate the initial stages of tourism development to addressing the needs of this market. This can provide an important point of differentiation and specialist attention in a competitive market that will enable Libya to position itself as a Muslim friendly tourist destination.

Evidence from Turkey points to perceptions of discrimination between different tourist segments and to industry criticism of the creation of gender segregated spaces in public facilities (Duman, 2012). Findings further indicated a number of intangible aspects within tourism destinations shown to be appreciated by Muslim tourists if present. Significant priority was given to Islamic-oriented entertainment and recreation in which gender segregation of beaches,

swimming pools and gyms was welcomed. Libya's tourism development based on the country's base of no tourism means it can develop its infrastructure, destination and product development to incorporate segregated facilities, as well as developing and equipping the workforce to support such needs. Battour et al. (2010) suggest this could extend to assigning female staff to women and male staff for men. The prevalence of Islamic dress codes and general Islamic morality was also highly acknowledged and Muslim tourists appreciated tourism operators who contained exposure to indecent behaviour.

Studies have also highlighted the impacts of provision of Islamic facilities and attributes within tourism destinations on tourist satisfaction and loyalty. An empirical investigation in the context of Malaysia by Rahman (2014), proposed that Islamic attributes, destination attributes and quality of service positively influences Muslim tourist satisfaction leading to destination loyalty. Findings from a survey of 198 multinational participants notably highlighted that Islamic attributes and quality of service demonstrated a significant relationship with Muslim tourist satisfaction, while destination attributes were found to have much less significance. These results point to the substantial importance of provision of Islamic facilities and services within tourism destinations aimed at this market as they are found to outweigh the significance of other attributes such as those attached to the destination. Even so, the elements can be combined in Libya from the outset of tourism development to ensure that Muslim needs are comprehensively addressed and to maximise satisfaction. This is significant for enhancing the sustainability of Libya's future growth as tourism satisfaction was also noted to have a strong link with destination loyalty (Rahman, 2014).

Examination of the perceptions of tourism among host Islamic communities is an alternative area of Islamic tourism research. Studies highlight that in certain Islamic countries tourism has failed to be prioritised for development at a strategic level. This is attributed to the perception that the tourism industry holds the potential to infringe Islamic cultural traditions and values (Zamani-Farahani and Henderson, 2010). Research has further indicated that some countries prefer not to host non-Muslim tourists due to perceived immoral

influences (Robinson and Meaton, 2005). This points to a need for strategic consideration of the effects of tourism development and destination marketing on Islamic communities in tourism areas. A study by Zamani-Farahani and Musa (2012) explores these assumptions and examines community perceptions and attitudes towards tourism among the local population in two Iranian tourism destinations (Zamani-Farahani and Musa, 2012). In particular, the level of religiosity in individuals is compared with their attitudes and perceptions towards the impacts of tourism development on culture, life quality, infrastructure and social problems. Contrary to initial expectations, the findings of an Iranian study showed that a higher level of Islamic belief and practice led to more positive attitudes and receptivity by residents towards the socio-cultural effects of tourism (Zamani-Farahani and Musa, 2012). This indicates that in principle Islamic religiosity does not necessarily lead to negative perspectives in relation to tourism development and consumption. However, the study findings are limited by their restriction to one particular national context hindering their application to other Muslim contexts which are not homogenous. Moreover, the case destinations experienced mainly domestic or foreign Muslim tourists sharing similar cultural backgrounds. This reflects an importance regarding the degree to which domestic Muslims' values align with foreign Muslims' values. As Zamani-Farahani and Musa (2012) note "the impacts on tourism of Islam as the state religion do, however, vary across diverse Muslim societies, and Iran and Saudi Arabia are perhaps among the countries where it has the greatest effects" (p86). This implies the importance of evaluating the particular differences and nuances of Muslim states' impact on tourism development. For instance, different Muslim nations share similar customs and traditions. In Libya, etiquette and customs are similar to those shared by Islamic tourists from the Arab world and Asian regions in relation to meeting and greeting, dining, social status and gender roles. In terms of genders, Libyans will appreciate the value to and needs of Muslim tourists for the segregation of women's facilities and activities and the wearing of scarves (Ham, 2007). Even so, there are distinctions between countries for example in relation to the treatment of men and women. In Saudi

Arabia, there is significant bias favouring the treatment of men (Sonmez, 2001).

2.4.5 Cultural Tourism

Cultural tourism represents a significant portion of the worldwide tourism market, amounting to 40% of demand globally and involving about 360 million international journeys every year (OECD, 2009). The expansion of this market segment has corresponded to an increase in the complexity of tourists' cultural consumption (Pulido-Fernández and Sánchez-Rivero, 2010). Substantial variety has been noted within the cultural tourism market in recent research regarding patterns of consumption, socio-economic background and touring experiences (Van der Ark and Richards, 2006).

Libya's extensive attractions, both cultural and natural, have a mostly unexploited tourism potential; comprising historical and archaeological sites - five of them on the UNESCO World Heritage list (UNESCO, 2010) – as well as unique fauna and flora and remarkable landscapes ranging from the Sahara to the Mediterranean (Lafferty and Youssef, 2015). Such resources align well with Islamic tourists' consumption patterns identified in the previous section. The presentation and explanation of the culture, history and heritage of Islamic and Arab lands, address the knowledge and enlightenment needs of the tourists about Muslims' lives and beliefs (Kessler, 2015).

Increasingly, distinctions are being identified in the features, requirements and expectations of tourists within the cultural tourism market. Van der Ark and Richards (2006) have noted the considerable expansion in scope and the evolution of cultural consumption that help explain this increased variety in cultural tourism, together with the general rise in tourism's appeal, and the corresponding increase in the possibilities for cultural consumption during holidays (Van der Ark and Richards, 2006).

Promoting 'culture' without distinctions in the tourism market is made complex by the variations in the production and consumption of cultural tourism (McKercher et al., 2002). Resolving this problem has generally involved

segmenting the market by attempting to classify tourists according to their favourite cultural experiences (Kastenholz et al., 2005). There are significant variations in how different cultural tourists consume different categories of cultural attractions, and the range of preferences shows a variety of patterns. One identified pattern shows a direct correspondence between diminishing economic capital and rising cultural capital, whereby the higher the cultural capital, the more complicated and less popular the culture consumed (Bourdieu, 1984). Although, in the context of cultural tourism, easily accessible attractions such as historical sites and museums have a stronger relationship to cultural capital, as indicated by education level, than cultural activities such as theatre or classical music concerts do (Richards and van der Ark, 2013).

2.4.5.1 Libyan Culture

Libya is an Islamic country with conservative values which are potentially highly consonant with Islamic tourism segments. Naama (2007) contends that Libyan society and culture are deeply influenced by the Islamic religion and further by Arabic traditions. At the same time Libya shares common values with Muslim tourists. At the family level Islamic tourists share the similar values as Libyans. Family values are founded on the principles of dignity, honour, reputation and respect and they value the group over individual needs. This is underpinned by an emphasis on collective culture and the importance of the attachment to family life (Ham, 2007). Family lifestyle is consistent with the family values of Muslim-Arabs from Egypt, the UAE and other Gulf countries (Ham, 2007). Islamic tourists will appreciate the Libyan traditions and culture that revolve around the family.

This could potentially offer Islamic tourists a more comfortable tourist experience which more directly and effectively caters to Muslim traveller needs. For example, aspects of Libyan culture such as the prohibition of drinking and serving alcohol and the modesty in female dress (Temehu, 2014) are compatible with the Islamic lifestyle and culture. As a Muslim country, Libya potentially has the appropriate amenities valued by Muslim travellers. Evidence shows that facilities and amenities such as convenient access to a

mosque, Arabic food, and in particular the availability of halal products, are highly appealing to Muslim tourists (Abbugao, 2012).

Within Libyan culture and contemporary attitudes, there are also significant elements which may have a strong appeal for Western tourists and most other segments. However, there is strong rationale for Libya to maintain a focus on the Islamic tourism market based on the theory of niche marketing and the strategic advantages for Libya of targeting Muslims consumers for religious, social, cultural and geographic reasons. Even so, it is relevant for a Libyan tourism strategy to target a Western Muslim perspective. The analysis of the Muslim consumer segments and their needs in the earlier part of this thesis identifies the Western Muslims tourist segment that may possess and share more conventional Western needs and tastes, while at the core possessing and influenced by Islamic values.

Libyan culture aligns well with Muslims who share similar social and religious cultural values. Ham (2007) notes that Libyans are highly hospitable, tolerant and open to outsiders, and furthermore do not retain the anti-Western sentiments which can make travel difficult or dangerous in certain other Muslim countries. Anecdotal feedback from tourists and visitors suggest positive experiences and interactions with Libyans who were welcoming, honest, helpful and friendly (Vorpe, 2013). Akram (2011) further provides case study evidence of the welcoming and honest nature of the Libyan people which deeply impressed tourists. Libyan cultural traits therefore have the potential to engender in tourists a more personalised and pleasant experience. According to Ham (2007) Libyans are also deeply proud of their country, culture, and heritage. This could potentially convey to tourists positive and optimistic attitudes towards Libya and help deliver a more meaningful tourism experience. This potential is underlined by Singh and Singh (2007) who contend that the host community is an essential ingredient in the tourism system at the destination and is a significant element in the tourist experience. Libya's culture resonates well with Islamic tourists with the shared values between Libyan Muslims and Muslim tourists.

Another element of Libyan culture which encourages tourism particularly among the female segment is the general level of female safety and lack of harassment of women (Temehu, 2014). This is partly as a result of far-reaching equality legislation and changes in gender roles within Libyan society which have possibly contributed to greater understanding of Western attitudes to gender and female rights and freedoms (Ham, 2007). Anecdotal evidence suggests that women are safer travelling in Libya than in many other countries (VirtualTourist, 2014). This is potentially a significant attraction for female tourists as evidence shows that for the increasing number of lone women travellers security is highly valued (Pennington-Gray and Kerstetter, 2001) and tourism destinations which potentially offer this attribute may experience higher female loyalty (WLT, 2014). Akram (2011) shows that one of the major concerns for tourists to Libya is safety however many tourists in the study noted increased levels of safety and honesty.

Libyan food culture, for example, could be strongly appealing to Muslims tourists. The main attraction will be the higher confidence that food is Halal. Even so Muslim tourists have exhibited a taste for conventional Western foods that should be reflected in addressing this segment's needs. More generally, within Libyan culture great emphasis is placed on all aspects of food including recipes, preparation, and cooking skills. Dining is a highly communal and social activity, and cooking for others is significantly associated with the Arabic value of hospitality (Biuk, 2012). Further, the plentiful and constant provision of food is a traditional element of Libyan culture (Akram 2011) which tourists may find appealing. The importance of food in Libyan culture and society and its association with hospitality may also offer opportunities for more personal tourist experiences and interactions. Further anecdotal evidence suggests for example that Libyans are open to inviting foreigners who live and work in Libya to their homes for meals (Lange, 2012).

The development of e-marketing strategies to promote tourism development is contingent on understanding and aligning with dimensions of Libyan culture. There is a practical importance in terms of identifying and exploiting cultural strengths for product and service development and aligning with the needs of

targeted customers (Jafari and Scott, 2014). An in-depth understanding of Libyan culture provides a basis for effectively communicating what the country has to offer foreign tourists. Moreover, the focus on Islamic tourists and the cultural and social advantages should be communicated effectively to assure Muslim tourists of the availability of Islamic tourist attributes. The perceptions and attitudes of stakeholders at local level can provide rich sources of data for understanding a potentially diverse range of heritage opportunities and community values for the development of an effective and sustainable tourism strategy. Drawing on facets of Libyan culture at a local level can promote the incorporation of local heritage sites with archaeological, architectural, historic, or aesthetic significance, as well as raise the significance of sites valued by local communities (CRC, 2008). Further, an understanding of the cultural values of the Libyan nation can aid in shaping quality and authentic experiences which can be employed to communicate differentiated product and service offerings.

A deeper understanding of Muslim tourists' needs provides a firmer foundation for adopting and implementing targeted marketing communications and for the development of the overall tourist experience. Religious and cultural motivations underpin Islamic tourism. However, cultural tourism can be divided into various segments and multiple different niches (Richards and van der Ark, 2013). A large-scale study provides evidence of diverse niches and forms of tourism that impact on cultural consumption. The significance of this study lends weight to the segments of Muslim tourists, but goes further in suggesting more specific dimensions and patterns of consumptions. This suggests that different specific forms of tourism by Muslims can be isolated and addressed in destination management and marketing. Muslim tourism may refer to different cultural experiences and this in turn has implications for the marketing and the development of destinations and products (Richards and van der Ark, 2013). This study analysed content (type of culture), form (buildings versus events) and consumer demographics and behaviour (Richards and van der Ark 2013, p73). The findings identified two distinct categories: heritage attractions (i.e. museums and monuments) and arts attractions (events and performances). This finding is consistent with the identification of 'heritage

tourists' and 'arts tourists' within the literature (Hughes, 2000). Consumption patterns from the study indicate associations between different cultural aspects. For example, tourists that visit a museum are more likely to visit a heritage site. Cultural consumption can be segmented on several dimensions: gender, age, income, holiday type and education, while young tourists can be associated with more dynamic forms of culture such as health and sports holidays, city trips and sun holidays. Higher education is linked to static attractions and "trends may hint at the development of a cultural tourism 'travel career' being built up over time, with more 'classic' forms of culture being consumed in later life by those who have accumulated higher levels of cultural capital" (Richards and van der Ark 2013, p73).

Cultural attractions and events can be segmented into subgroups in terms of the type of events that tourists attend. The findings indicate that cultural tourists are more likely to visit museums than sun tourists and vice versa. Tourists on cultural, ecotourism and touring holidays exhibited a greater likelihood of visiting heritage attractions but not arts attractions. These patterns of consumptions underline the importance of segmenting Muslim tourists and collecting data to understand patterns of consumption which can be facilitated by e-marketing tools that in turn can provide critical data to segment and develop Libya's destination management and marketing in accordance with specific segments' consumption behaviours.

2.4.5.2 Entrepreneurship and Cultural Tourism

The literature implies the significance of a thriving entrepreneurial culture to the development of cultural tourism. Vavrecka (2014, p116-117) argues that cultural tourism requires "the cooperation of representatives of local and regional communities, both in public and private or non-profit sector as an increasingly important requirement for success." Innovation, collaboration, new product development, exploration of opportunities, and implementation of innovative and co-ordinated marketing approaches are viewed as vital to the success of cultural tourism (Vavrečka, 2014).

Empirical findings demonstrate that a country's natural and cultural resources form only one aspect for tourism competitiveness (Cracolici and Nijkamp, 2009). Firm competitiveness, destination management approaches and strategies and firm capabilities are key factors to effective tourism development (Dwyer et al. 2004). Entrepreneurial culture enhances firm competitiveness and the development of tourist destinations within the cultural tourism market and the development of indigenous entrepreneurs is recognised as vital to competitiveness (Koh and Hatten 2002). Social networks and relationships form a significant aspect of tourism businesses within a combined competition and co-operation context (Wang, 2008).

Consequently, this underscores the significance of Libya's entrepreneurs and their role in tourism development. Entrepreneurship in Libya is a relatively new notion, as qualitative research has indicated that the majority of young people are employed in the government or in family businesses. The population looks toward the state as the employer, with a strong embedded attitude that employment through the state is guaranteed or highly probable (Jamali and Lanteri, 2015). This becomes at the same time problematic and an opportunity that can be addressed strategically through social media and a flexible innovative tourism development. It is problematic given the absence of state governance and control, and the political conflict that exists, undermining the country's ability to create employment opportunities in the tourism industry supported by the state. In 2012, the significance of entrepreneurial initiatives was recognised by the state culminating in the launch of the 'Libya Enterprise' department. However, overall there is lack of confidence in the state (Zaptia, 2014) that will be challenging to reinstall. Nevertheless, the penetration of digital communications, smartphones and social media provides an opportunity to engage and develop the entrepreneurial capacity of Libyans. Social media for instance provides an opportunity to connect Libyans living outside of Libya with entrepreneurs inside Libya. This is supported by the importance the literature attaches to collaboration, shared visions, and interdependent relationships (Wang 2008; Waayers et al. 2012). There is an increasing interest and influx from educated and entrepreneurial conscious Libyans living outside of Libya to explore opportunities in the country even in

the current context. This represents an opportunity for collaboration, joint ventures and knowledge transfer, as well as financing opportunities. Start-up capital is not accessible and in the absence of the state support entrepreneurs can find it challenging. Normally, informal financial support is obtained through family networks for new ventures (Jamali and Lanteri 2015). But external Libyans represent a further source of funding. This perspective demonstrates the potential for Libyans to work together with external Libyans connecting with the internal population at all levels to contribute financing and knowledge while drawing on the expertise and knowledge of the local population. A socio-cultural dimension is emphasised by Saxena and Ilbery (2008) applying the notion of 'local embeddedness' to describe the formation of connections among actors at tourism destinations embedded in specific local contexts. The high levels of Internet and mobile penetration in Libya provides multiple opportunities for entrepreneurship (MBRSG, 2015).

2.5 Destination Management

The literature on destination management is underpinned by themes that reflect the importance of factors influencing tourist destination selection (Yoon and Uysal 2005; Correia et al. 2007). In regards to Islamic tourism, the success of marketing destinations is critically linked to the incorporation of Islamic principles in tourism development (Battour et al. 2011) that should in turn be reflected in destination management. This forms the basis for destination marketing and becomes the vehicle for marketing Islamic tourism. "Destination marketing is an essential tourism management tool that is employed to inform and influence tourist and industry attitudes and behaviour" (Zamani-Farahani and Henderson, 2010, p85).

Destination management is increasingly important in the context of tourism development research on tourism development. A study by Denicolai et al. (2010) explored the central issue of managerial system development in relation to the growth and revitalisation of core competencies in tourism destinations. This revealed a key issue in the mismatch between the desire to develop a destination and the capabilities of the local or regional workforce to

be able to successfully run and service that destination. Founded on dynamic capability and destination management theories, the study proposes a theoretical framework to evaluate tourism development, linking the networking approach taken by tourism organisations with the development of tourism core competencies. Using the framework in an empirical study to explain development within an emerging Italian tourism destination, the results of the analysis notably found that different networking strategies resulted in the development of different tourism core competencies. In Libya's case, these networks need to be assessed and provided before the development can take place as the development of tourism in Italy has many decades of advantage over Libya.

This relationship was further found to be inverse in influence. In particular, networking approaches based on informal trust and knowledge-sharing, which are important Libyan cultural traits (see section 2.5.1) were linked to competence renewal and tourism marketing competencies, while an approach based on trust and extensive cooperation initiatives was related to strong sales and market monitoring competencies. The researchers emphasise the point that within networking strategies both informal approaches based on inter-organisational learning and knowledge-sharing, and formal dimensions are important for core competence development, and these along with core competencies should be dynamic and tailored with the right combination according to the developmental stage of the tourism destination (Denicolai et al., 2010). According to Butler's widely-used model of tourism destination development (Figure 28), seven successive stages are discernible within a destination lifecycle (Williams, 2004). The exploratory first stage involves limited tourist presence with few facilities, progressing into involvement where locals begin providing facilities based on a recognisable tourist season. The development phase heralds the engagement of national government in developing and marketing the destination as it becomes an acknowledged destination for tourism with growing visitor numbers. Libya appears firmly positioned within this stage, evidenced by slowly-developing facilities and government advertising and promotion of Libya as a tourist destination. This is followed by consolidation, where tourist numbers increase at a slower rate and

tensions between locals and tourists may emerge. Following these stages a period of stagnation and then decline may ensue if rejuvenation through repositioning, investment and modernisation is not enacted (Williams, 2004).

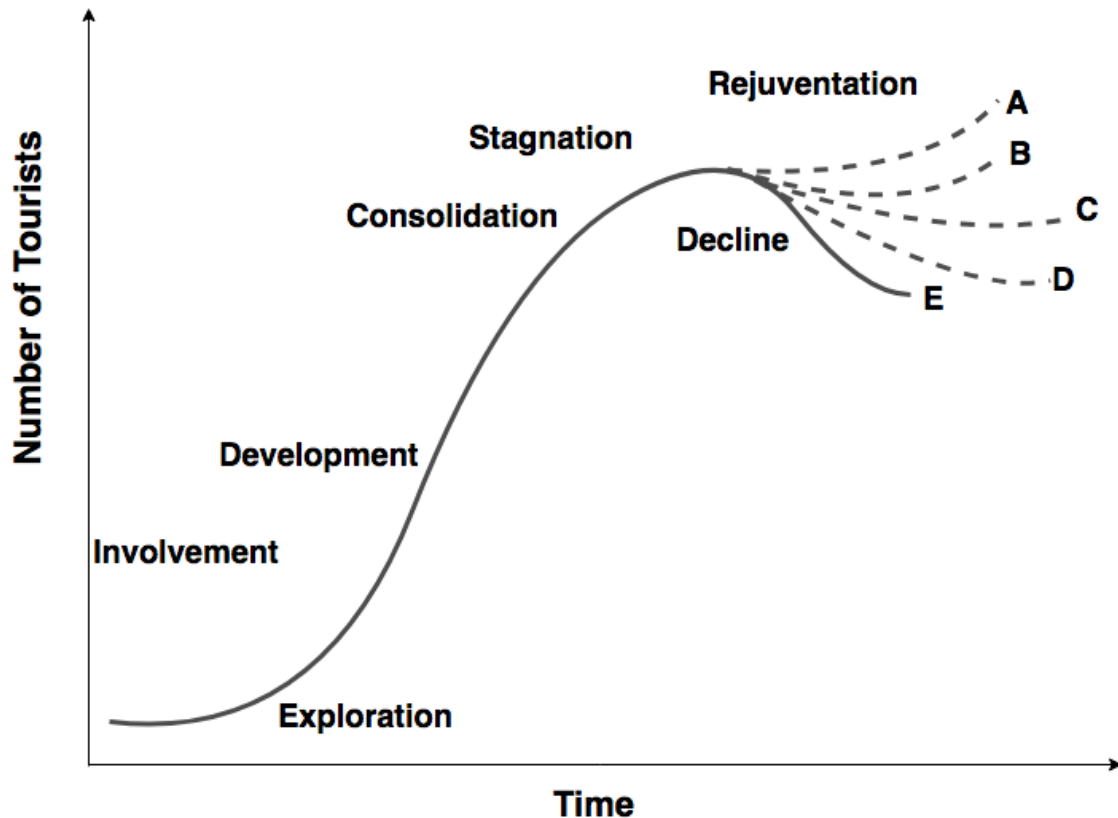


Figure 28 Tourism Area Cycle of Evolution

Source: Adapted from Butler (1980, p7)

Many studies have highlighted the importance of community-based development in managing destinations. Aref (2011) supports the findings of Shunnaq et al. (2008) in a study investigating the barriers to community-based (CCB) tourism development in Iran. Following a survey of 175 community leaders, the main barriers were revealed to be decision-making concentrated in central government hands, as well as a lack of skills, education and resources within communities. These issues also contributed to low perceptions of community ownership in relation to tourism which formed a further barrier, inhibiting tourism development in general. It is argued that many of the problems surrounding CCB are indicative of wider social, economic and political issues which have slowed the development of local

communities, and targeted and appropriate strategies at both local and national levels are essential if the hurdles are to be overcome (Aref, 2011). Community-based development is asserted to be important as studies have shown that without community involvement and participation in decision-making members are unlikely to reap all the benefits associated with tourism development. Libya consists of a series of loosely knit cultures and communities based upon extended family units, but their strengths are that these units all have an overall Libyan cultural imperative.

2.5.1 Destination Lifecycle

Plog's (2001) analysis revealed that the popularity of destination correlated with the traveller attributes over time that could be applied to predict patterns of growth and decline. Plog analysed psychological attributes of travellers to generate a classification of personality types along a normally distributed curve.

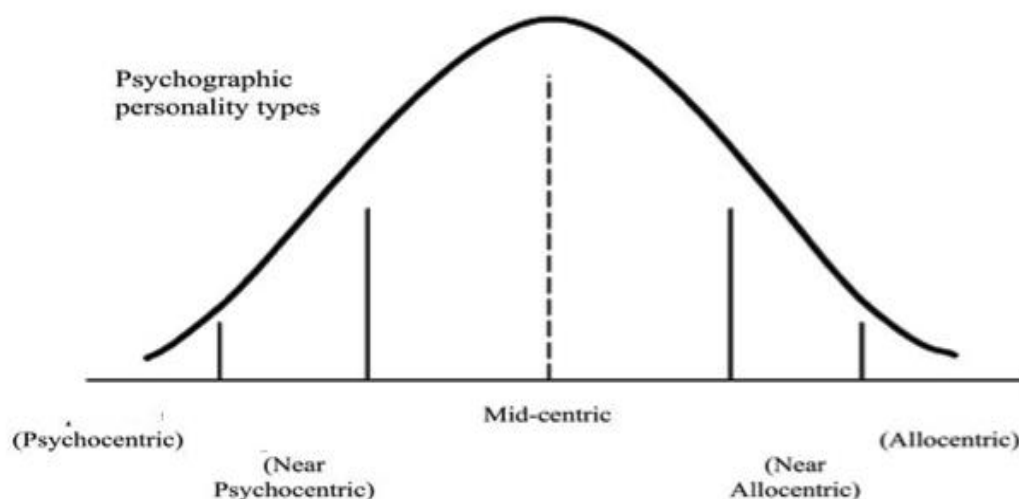


Figure 29 Plog's Psychographic Profile

Source: Adapted from Plog (2001, p16)

Five types of personality were classified along the continuum in Figure 29 according to their psychological attributes based on their travel preferences

and attitudes to travel. At one end of the continuum Allocentric characterises individuals who are outgoing and confident with a strong sense of efficacy to exercise control and confidence in their decision-making under changing circumstances that makes them open to adventure and risk. Termed by Plog as venturers this indicates their interest in diverse activities.

At the other end of the continuum, psychocentrics (or dependables) believe that what happens to them is beyond their sphere of influence and their interests and choices are centred on their concerns, daily issues and lean heavily towards popular and familiar options. Plog characterised them as “self-inhibited, nervous, and non-adventuresome,” (Plog, 1974, p.55). The three personality types between these two extremes represent variations of these traits. Near psychometric or all near allocentric suggest a less extreme characterisation of the two personality types while mid-centric indicates a balance between the two extreme traits.

At the middle of the continuum the destination attracts the highest level of travellers after which the volume of travellers declines as it loses attraction for allocentric travellers and the destination may be exposed to adverse environmental impacts.

Applying this model Plog explains that destinations generally transition from one end of the continuum to the other holding different levels of appeal to different types of travellers. Destinations as yet undiscovered, unusual or novel in some way hold greatest appeal to allocentrics according to their preference for such locations. Inevitably awareness and knowledge of such destinations increases as allocentrics share their experiences and information with friends and families and their social networks. This increases traveller numbers to the destinations by near-centrics and the cycle continues to be marketed by travellers through their social connections in greater number. The destination remains under-developed and of appeal for near-Allocentrics but the momentum generated from visitor marketing begins to influence greater numbers that stimulates development in the destination. This makes the destination more appealing for mid-centric travellers seeking a higher level of

comfort and some adventure. As development intensifies marketing and promotional campaigns drives the volume of travellers and increases the development of tourism services and amenities including premium hotels restaurant and services. Increasingly the destination loses appeal to allocentrics and becomes significantly more appealing to psychocentric travellers. The model thus describes the destination from a novel and unexplored image towards safe and established mass tourism destination that holds greater appeal initially for near-psychocentrics and then psychocentric travellers. As psychocentric represent a small volume the destination becomes less sustainable and profitable and it enters decline and business competition intensifies for a decreasing share of the market. Plog's model can be applied to strategic planning and development of destinations in line with the extant position of destinations and the type of travellers that may be attracted. However model data for seven countries by Smith (1990) found no relationship between personality types and destination choice. Some criticisms point to the failure to account for multiple motivations, interests and occasions (Cooper et al., 2008) or the influence of factors such as financial constraints or pragmatic issues to override natural desires for more mid-centric or near-psychocentric travel patterns (Crossley and Jamieson, 1993). While a particular criticism of the model is the broad and simplified classification of travellers it is nevertheless of value in providing some focus in strategic planning for destinations (Litvin, 2006). In spite of some of these limitations to Plog's model Litvin (2006) argues that application should be contextualised and accounting for both short and long-term intentions of travellers. It remains particularly useful in understanding the aspirations of travellers and understanding their situations. Travellers may at some point break free of any constraints in the long-term and pursue their natural interests. The implication for marketing means that destinations should be positioned so that the personality type during the appropriate point in the destination lifecycle is aware of the opportunity (Litvin, 2006).

The importance of this model is that it confirms the links between the development model used within the thesis with the concept of typologies of tourists. It does suggest that the first adopters of a destination are allocentrics

(the explorers, but that they will include a number of psychocentrics (familiar with the culture of the destination). This confirms the notion that the first adopters for the destinations in Libya will contain Muslim tourists as part of a social group that knows Libya. Babu G.P et al (2013) also suggest that re-branding messages that would be necessary for rejuvenation should have elements of familiarity and nostalgia which are drivers across Plog's spectrum of typologies. They also confirm that these concepts should be utilised by destination management organisations in their understanding of the potential tourists. The suggestion of this thesis is that in 2018 that understanding comes from the tools available from E-marketing. The table also suggests that over time there will be multiple segments, but at times either positively or negatively skewed towards a combination of 2 segments. It is this plurality that confirms the need for the E-Marketing responses by the destination as identification is key to successful development. In the case of Libya it is suggested that the continuous troubles will product shorter life cycles, but that the concepts of familiarity and nostalgia outlined above will lead to a base of visitors who have been before and are likely to return. The allocentrics becoming mid-centrics, the mid-centrics psychocentrics and so on.

2.5.2 Destination Marketing and Destination Image

There is empirical evidence that destination image supports a strong association with service quality and the religious motivation of Islamic tourists (Khan et al. 2013). A framework of destination attributes for Islamic tourism can be used to maximise tourists' satisfaction and loyalty. *"Destination attributes can make positive image to raise tourists to revisit destination. Strong destination image provides competitive advantages over competitors."* (Rahman 2014, p67). The central premise is that positive attitudes on destination attributes can maximise mental satisfaction, loyalty to the destination and repeat visits (Bonn et al. 2005). The model in Figure 30 reveals three key dimensions of destination management that encompass destination marketing, management and planning. All three dimensions are critically dependent of Muslim consumer needs and associated destination attributes that shape destination development image and marketing.

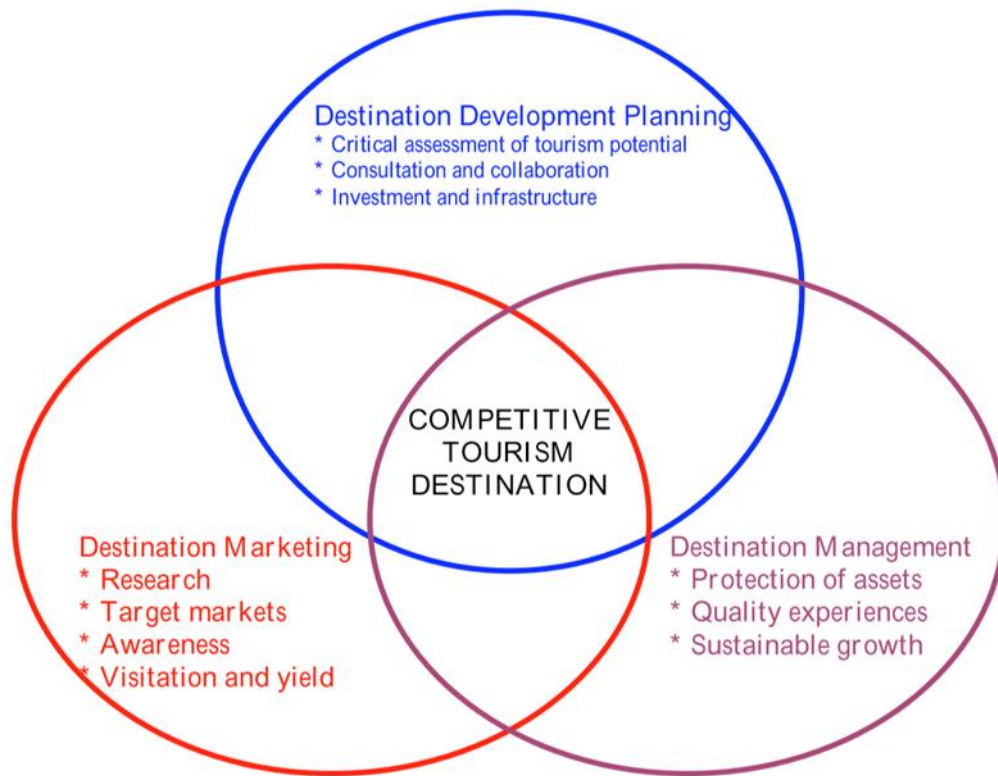


Figure 30 Destination Planning Management Concepts

Source: Australian Board of Tourism (2007, p.5)

An understanding of image formation can guide destination marketing strategies. Image formation can be described as the “development of a mental construct based upon a few impressions chosen from a flood of information” (Echtner and Ritchie 2003, p38). In regards to destination image, the formation of an image can be influenced by a number of sources of information including online/print media, friends and family, television, books or movies. In relation to travel experience (Gunn, 1988), destination image formation can occur over 7 stages: (1) acquisition of mental images about holiday experiences; (2) adaptation of original images from other sources; (3) decision-making; (4) destination travel; (5) activity and engagement at destination; (6) journey home; and (7) adaption of mental images from vacation experience. Destination image formation occurs in stages 1, 2 and 7, whereby in the later the actual tourist experience influences the mental image of the destination (Echtner and Ritchie 2003). This emphasises the importance of the sources of information in the initial stages 1 and 2 in destination image formation. As

noted, “sources of information about a destination have a great influence on the process of tourist decision-making, and the behaviour of tourists determines how the search for information is done and how information will be used” (Molina et al. 2010, p723). This suggests that tourists can have a mental image of a destination prior to visiting a specific destination by drawing on information sources. Meanwhile, stage 7 emphasises the importance of tourist satisfaction. According to Rahman (2014, p76), “tourist’s satisfaction is a critical scale of how well an Islamic tourist’s needs and demands are met while destination loyalty is a measure of how likely a tourist revisit destination and engage in relationship tourism activities.”

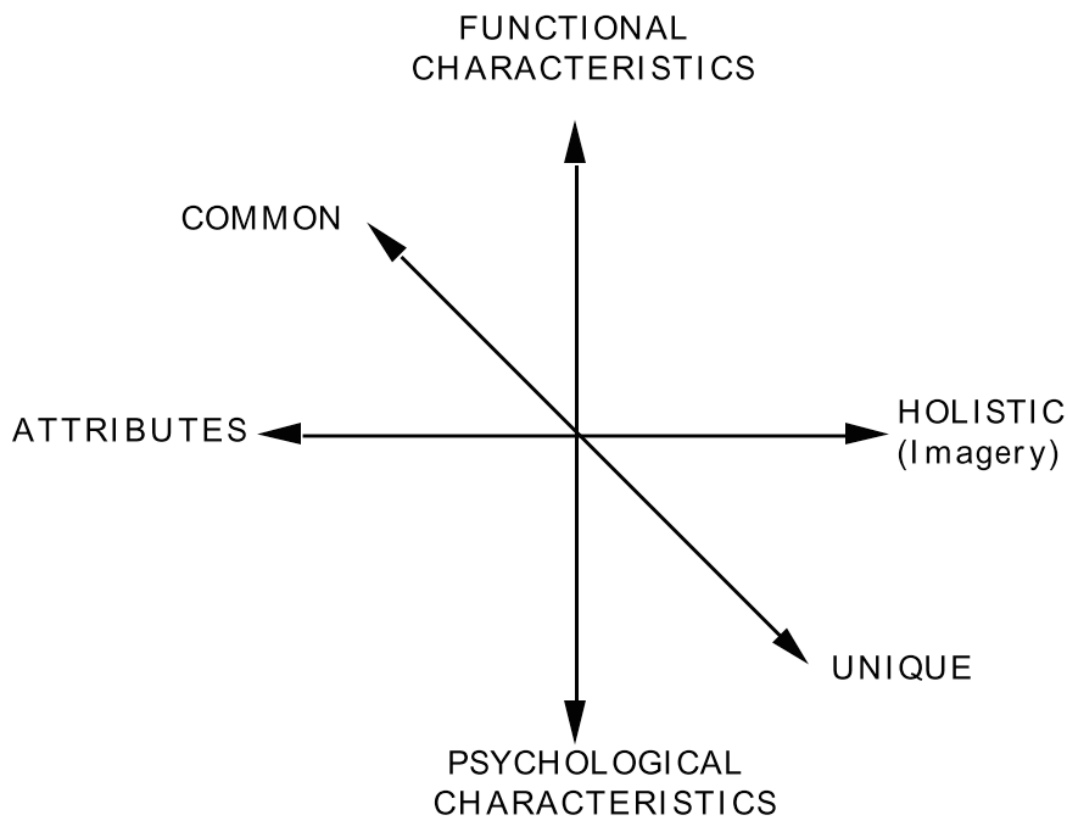


Figure 31 Components of destination image

Source: Echtner and Richtie (2003, p43)

Figure 31 depicts the key components that influence destination image formulation. These models can be overlapped with the Islamic tourist model to classify different attributes according to tangible functional aspects and

intangible aspects concerning psychology (Echtner and Ritchie 2003). This model is useful as a basis for measuring and capturing destination image elements. Molina et al. (2010) note the importance of this model in developing experience-focused marketing and promotional strategies and in addressing weaknesses and inaccuracies. For Libya, this can combat overly negative perceptions and generalizations about the country overall, and assist in differentiating and presenting accurate representations about the safety and security of different destinations in a vast diverse geography. This can ensure that negative image perceptions for some regions or destinations are not generalized to all regions. For instance, the eastern region of Libya close to Egypt has a higher level of stability and security than the western regions.

This model provides a holistic framework of the specific components that need to be addressed to maximize destination image. While this model relates to tourism broadly, many components are consistent with Muslim tourist needs and values identified in the previous section. Destination attributes can reflect both pull and push factors for Islamic tourists. Further, destination marketing needs “to identify and address the Islamic culture of different nationalities in order to be design packages that satisfy the needs of those nationalities” (Battour et al. 2011, p521). What is required is an in-depth understanding of such attributes.

Research by Molina et al. (2010) examined the influence of destination marketing on destination image in terms of the features which promoted a positive image perception and its relationship with promotional material. The results of a survey of 1,252 tourists found that a positive relationship existed between destination image and the amount of information used by tourists. Further analysis revealed that accommodation and different customs were image features which had a positive impact when emphasised in promotional material. The study concludes that promotional material which builds image has an influence on image perceptions and suggests that marketing strategies should take into account the role of tourism promotion as an antecedent of destination image. In particular, strategies should seek to target homogenous groups for whom certain destination image features may be attractive. The

study points to a gap in research in terms of understanding the role of tourism marketing as a preliminary factor in destination image formation and acknowledges some research limitations such as a failure to consider other potential image features and the use of a single type of promotional material (Molina et al. 2010).


	Functional (measureable/physical)	
	Scenery/Natural Attractions	13
	Costs/Price Levels	9
	Climate	8
	Tourist Sites/Activities	8
	Nightlife and Entertainment	8
	Sports Facilities/Activities	8
	National Parks/Wilderness Activities	7
	Local Infrastructure/Transportation	7
	Architecture/Buildings	7
	Historic Sites/Museums	6
	Beaches	6
	Shopping Facilities	5
	Accommodation Facilities	5
	Cities	4
	Fairs, Exhibits, Festivals	2
	Facilities for Information and Tours	1
	Crowdedness	4
	Cleanliness	4
	Personal Safety	4
	Economic Development/Affluence	3
	Accessibility	2
	Degree of Urbanisation	1
	Extent of Commercialisation	1
	Political Stability	1
	Hospitality/Friendliness/Receptiveness	11
	Different Customs/Culture	7
	Different Cuisine/Food and Drink	5
	Restful/Relaxing	4
	Atmosphere (Familiar versus Exotic)	3
	Opportunity for Adventure	2
	Opportunity to Increase Knowledge	1
	Quality of Service	1
	Fame/Reputation	1
	Psychological	

Figure 32 Attributes used by Researcher to Measure Destination Image

Source: Echtner and Ritchie (2003, p.10).

These principles can be reflected in Libya's destination management strategy focusing on identifying destination attributes influencing Muslim tourists and understanding information search and use to guide image formation. Research into destination image reveals the relative importance of attributes used by researchers to measure destination image (see Figure 32).

A review of the Islamic tourism literature reveals those attributes that influence destination image and selection by Muslim tourists. Haq and Medhekar (2015) identify that Islamic tourism can be based on diverse forms of tourism including spiritual, cultural, heritage, medical and adventure tourism. Islamic tourism is highly embedded theoretically in the Islamic faith and practices (Haq, 2013) and travel is an essential concept significantly associated with spiritual journeys and providing hospitality and succour to guests and wayfarers (Haq and Jackson, 2009).

2.5.3 Marketing

A firm understanding of conventional marketing concepts is critical to determining the underpinnings of Internet marketing. This thesis posits the role of e-marketing in facilitating the development and control of tourism in Libya within these transitional periods. A sustainable model for Libya critically requires mechanisms and processes to ensure effective understanding and targeting of Muslim consumers. The principles of marketing consequently contribute key theoretical perspectives on the components and processes in identifying and understanding human needs.

Marketing has been suggested as both an art and a science directed towards the attraction and retention of customers for whom it is necessary to provide high value and satisfaction in order to realise that aim (Armstrong and Kotler, 2012). Marketing is a wide-ranging term for an extensive range of activities which go beyond offering products or services to encompass elements such as market research, investigation of consumer needs, alignment with consumer preferences and acquisition of information relating to consumer expectations to inform product or service design and delivery. Marketing activities can further extend to relationship-building among both suppliers and

consumers (Boone and Kurtz, 2006). As defined, marketing is therefore a critical, fundamental practice within the tourism industry as tourism success is highly dependent on consumer value exchange. A tourism model for Libya needs to reflect the value exchanges of Muslim consumers to focus and drive destination development and management.

The concepts of product, price, place and promotion are the 4P's of the original theory of the marketing mix (McCarthy, 1960) that offers a framework around which customer value can be delivered (Gay et al., 2007). The traditional 4Ps have been supplemented over the years by an additional five factors: people, process (the flow of activities to provide services) and physical evidence (which allows consumers to make judgement on the tourism destination) are highly applicable to the service industry. Packaging and payment are the final two factors (Dowling, 2004). Moreover, ease and security of transactions are increasingly emerging as an important marketing element in the information technology age. Libyan destinations and the associated tangible and intangible destination features represent the core product concept.

The four original elements are still important for decision-making to secure competitive advantage and satisfy customer needs (Jobber, 2010) and provide an effective set of tactical tools by which firms can stimulate preferred responses from target markets (Armstrong and Kotler, 2012). They form a bridge for the classic A.I.D.A. model from Attention to Acceptance, the key to successful marketing being the methods, speed, and sustainability of crossing that bridge. This underscores the nature of e-marketing and the structure and characteristics of such a system in Libya integrate key processes in the marketing mix and facilitate effective product development, pricing and promotion.

A significant part of attracting and leveraging profitable customers within marketing is founded on both organisational and individual activities that enable relationships based on gratifying exchanges in a constantly changing business context. These involve significant elements such as product or

service formation, distribution, pricing and promotion (Dibb et al. 2006, p.7). The context of destination marketing is therefore the definition of the product or the combination of products. Implementing a marketing system that connects Libyan actors in a turbulent and fragmented context is a key challenge. The virtual nature of e-marketing however provides an opportunity to deploy a flexible and accessible infrastructure that incorporates these elements. Further, the nature of e-marketing enables the implementation of such processes in an increasingly and gradually more sophisticated way that may align with Libya's transitional context. This implies a gradual process that provides flexibility for systems to mature and develop in line with the country's context and its human and physical capacities. E-marketing can provide a responsive, malleable infrastructure that will underpin and shape the country's competitive advantage.

Emphasising the importance of competition as a critical element within it, Jobber (2010) defines marketing in terms of attaining organisational goals through superior competitive performance in meeting and surpassing customer expectations and needs (Jobber, 2010, p.4). In Libya's case, this involves reviewing the regional and international competition for the product, which in the current pace of the tourism industry may actually be counter-productive.

Kotler and Keller (2006) stress how marketing involves interaction across various markets for the purpose of actuating exchanges for the satisfaction of customer needs and wants. This results in a number of essential marketing activities described as communication, product development, pricing, market research, and service. They define marketing as both a management and social process in which customers and organisations satisfy needs and desires through creating and co-transferring value and products (Kotler and Keller, 2006, pg. 13). This implies the relational elements of a Libya tourism model that connects different stakeholders in destination development and management from community level, to government, to international level and tourists. Such relations can be facilitated by e-marketing systems, which Libya can develop from the outset to enlarge and incorporate existing and new

innovations and processes. This can promote the transfer and sharing of knowledge, information and experiences that underpin value creation.

Within the tourism marketing mix, the product is the actual market offering, which encompasses either a physical product or its packaging, or services purchased by a customer (Armstrong and Kotler, 2012). This is a simple definition but it entails a more complex construction within different cultural contexts, geographical environments and political regimes. Morrison (2010) defines the product within the tourism sector as the service experience. This consists of elements such as room nights, food and beverage offerings, and entertainment and events. The present situation in Libya shows there is potential for product development as identified in the section on attractions, however, a key missing element is the ability to compare a product that is not defined with an existing product. The whole basis of marketing stands and falls on how products can be delivered to market in a form that is acceptable to the current market and not the past. In Libya's case, the question remains whether the competition is known and what therefore the products are going to be in the future. Traditional marketing therefore seems to be built upon a premise of a steady market state, which is entirely the opposite of the North African market. The instability means that marketing needs to be turned on and off very quickly to enter and leave markets dependent upon the current climate. It is debatable whether the traditional 4, 5, or 9 P's model of marketing is possible in this environment. Developments in digital technologies, however, allow for product improvement and increased customisation to better serve individual needs (Jobber, 2010).

The simple 4 P's are an example of the dilemmas of the post-crisis Libyan perspective. Price is defined as the required sum of money needed to purchase the product or service (Armstrong and Kotler, 2012) and is critical within consumer purchase decision-making as it potentially impacts perceived value (Jobber, 2010). Notably, price has evolved into a more vital and explicit component within the marketing mix with the advent of digital and Internet technologies which facilitate consumer price comparisons and identification of the most attractive offers (Jobber, 2010). Within tourism, price is the sum of

money consumers are inclined to pay for the service experience and related offers. This emphasises a further challenge embodied in the difficulty in predicting price in the current Libyan context, and raises the question of whether models should be built that can reflect the product and price within a given set of scenarios, and assist in preparing different marketing approaches reflecting those scenarios. At the same, the nature of the Internet and digital communications provide significant advantages and avenues for Libya to develop highly cost-effective channels for promotion and product development that can minimise costs and maximise tourism value; for example, through community and tourist participation both in promotion and product development with co-creation and collaboration models. At the same time, e-marketing provides significant flexibility to enable demarketing and to continually shift focus on high value destinations.

Place within the marketing mix is the component that ensures the product is available and accessible to the desired market (Armstrong and Kotler, 2012). For Libya, this translates to managing destination image and communications to provide transparent and reliable information to potential tourists of the destinations that are accessible and safe to visit. Important decisions relating to place concern choice of distribution channels and how these are to be managed (Reid and Bojanic, 2005). For both non-profit organisations and commercially-based firms, physical marketing is applicable (Boone and Kurtz, 2006). However, digitally-available channels have eliminated place boundaries as transactions can be completed over the Internet, facilitating access to the global marketplace as well as lowering costs (Jobber, 2010). This can mitigate Libya's unpredictable and fragmented context through the creation of a virtual and highly accessible payment systems. Destination entrepreneurs under one scenario in Libya can transact directly with potential tourists for accommodation or services and minimises the risks for local investors of investment in physical resources.

E-marketing systems can align well with the Libya context by facilitating virtual promotional processes. Promotion represents a collection of activities that are aimed at conveying the value, benefits, and attributes of the product or service

in question for the purpose of persuading the consumer to purchase them (Armstrong and Kotler, 2012). Promotion activities can include processes such as advertising, publicity, public relations, sales promotion, direct mail, online promotion and direct personal sales (Jobber, 2010). Internet technologies enable immediate, real time access to information potentially on most available products (Jobber, 2010). Internet technology does, however, come from a specific western cultural base and this begs the question of whether this fits with a more traditional Libyan cultural identity. Further, the technology and its use is defined by openness, but it needs to be established if this fits with traditional Arabic culture. The high penetration of digital mobile communications and social media adoption points to the potential role of technology in Libya that can be explored within Arabic Libyan context.

The importance of technology is reflected in the development of marketing theory. The 4P framework is highly influential within conventional marketing theory (Gay et al., 2007), however, with the emergence of greater service-based products it was felt necessary to enlarge the marketing mix framework to include three further components of physical evidence, process and people (Baines, et al., 2008). The development of digital technologies has resulted in a consolidation of the various elements within a single location so that tourism firms are able to set prices, market and promote their products and services, and enable availability through various online distribution channels. Additionally, customers can use the same channels to inform themselves of service offers and prices, as well as make purchases.

Physical evidence relates to tangible service elements (Baines et al., 2008) and in the tourism sector is generally perceived as physical assets, such as premises and associated facilities, including event rooms, outlets for food and refreshments, brochure information and the various different tangible products, such as hotel room amenities. These service elements do have a global feel to them, but the unique selling point may be the association with culture in the Libyan context. In this context, process is defined as the activity of managing customer expectations and satisfaction, as well as intercommunication (Jobber, 2010). Process is commenced within the tourism sector with the initial

reservation and includes elements such as how convenient it is to travel to the tourism location, service experience in the course of the visit and actions following purchase. From online purchase to Facebook images to instant feedback, the process has been irrevocably altered by e-processes and e-technology.

People are fundamental to service delivery and are therefore critical to the consumer's service experience (Baines, et al., 2008). This is particularly relevant to the tourism sector in which people are a significant asset and how they perform can substantially affect the way consumers perceive the service experience. The thesis needs to identify who the consumers are of the Libyan product, and how they will consume the product.

Marketing concepts have progressively developed a focus on the consumer and current practice within firms is directed at relationship marketing in order to build and maintain long-term relationships which consistently create value with both customers and suppliers (Kurtz and Boone, 2006). This suggests that it is important to evaluate relationship marketing concepts and how these relate to the tourism sector. For Libya, the challenge lies in understanding the application of these concepts within the socio-economic and cultural contexts that best maximizes the country's ability to gradually develop and manage tourism.

2.6 Tourism and Relationship Marketing

In previous sections, the growing importance of co-creation, collaboration and participation in tourism marketing has been emphasized underscoring the importance of people and relation factors. This perspective has been reflected with the increasing significance and change of marketing within business in the past decades. Four distinct stages in marketing evolution can be described (Dibb et al. 2006) beginning with the growth of industrial production in the latter half of the 19th century, continuing into an era where marketing was oriented around sales in the early part of the 20th century, progressing into a focus on marketing, until the early 1990s when relationship marketing

concepts have become more popular and have continued to develop in influence (Kurtz and Boone, 2006).

The products delivered by the tourism sector are different in nature from those produced by manufacturing and production industries as the sector is highly service-oriented (Hassanien, et al., 2010). Service industries produce intangible products which the buyer experiences but does not own (Morrison, 2010). Four significant service-related aspects of intangibility, inseparability, heterogeneity and perishability characterise product offerings within the tourism sector. Products are intangible as it is not feasible to inspect a product before purchase, inseparable as production and consumption occurs in tandem, heterogeneous as people are central to the production process, therefore no two product experiences are the same, and perishable as it is impossible to keep services or record them as inventory (Hoffman and Bateson, 2010). As Libya focuses on Islamic tourism, it needs to address both tangible and intangible aspects of Muslim needs within destination management and new product development. Earlier in this thesis, Islamic attributes both psychological and functional were shown to be significant to destination selection and satisfaction for Muslims. Libya's investment in infrastructure and facilities in due course is positioned to ensure such attributes are addressed, including the gender segregation of entertainment, swimming and leisure identified as a significant attribute. The design of tourist activities can be further orientated to align the spiritual, religious and cultural needs of Muslims. Libya's tourism development strategy should therefore comprehensively address all major aspects identified: tangible attributes and intangible attributes. The importance of understanding and firmly embedding such attributes and conveying them to Muslims in marketing is underlined by Battour et al. (2014, p561) who state that "the availability of these Islamic attributes, along with conventional destination attributes, could delight Muslim tourists when they spend a vacation at a particular destination". This can be the basis for loyalty and for sustaining rewarding, long-term relationships with Muslim consumers.

Relationship marketing encompasses a wide stakeholder group and focuses on the creation, maintenance and reinforcement of relationships within that group (Kotler et al., 2006). Significantly its central purpose is to develop strong trust and loyalty in customers through intercommunication between the business and buyers to create a mutually dependent relationship, which in terms of Islamic tourism has those cultural ties as its central purpose so making relationship marketing synonymous with that tourism (Pride and Ferrell, 2010). Technological innovations and changes in attitudes in society have significantly impacted the focus of marketing and the customer (Jobber, 2010). For the tourism sector, this has important implications in terms of modifying its offering to developments in technology and changes in consumer behaviour, and necessitates the progression of proactive responses to these factors which are potentially catalysing new paradigms in marketing (Li and Petrick, 2008). The section above on the new Islamic tourists suggests an interest within key demographics of using new technology, especially young Muslims. Additionally, marketing philosophy within the tourism sector centralises the consumer and their satisfaction as guests. As a result, tourism firms commonly employ a marketing approach oriented towards the consumer for which strong management commitment is necessary for the development of long-lasting relationships (Bowie and Buttle, 2013).

Relationship marketing is therefore assuming greater importance within the tourism sector and is consequently highly relevant to this study. Technological developments, in particular the Internet, have propelled the ability of significant numbers of tourism firms to reach customers. In order to differentiate themselves further, tourism firms are increasingly focused on growing customer relationships through two-way communication and adding value through digital means. Libya has an opportunity to implement a new infrastructure and systems to implement marketing activities from researching and consumer and market data, to marketing promotions and booking processes. These technologies and strategies can be orientated around the individual Muslim tourist segments identified earlier in this thesis and form the basis for differentiation and targeted communications and relationship building.

2.7 Implications of technology for marketing activities

Technological innovation has broadened channels of communication between business and consumer and impelled firms to both market and sell products and services through online pathways (Molenaar, 2012). As a result, new opportunities have been created for firms across numerous sectors including tourism, which is currently focusing on the way online practices can be applied within business. Therefore, it is highly relevant to define e-business, which can be characterised as the utilisation of information technology for both commercial business activities and the execution of business processes internal to the company, encompassing functional processes such as human resources, management, marketing and finance (Philips, 2003, cited in Gay et al., 2007).

E-commerce has a slightly narrower meaning which confines definition to the use of online channels for the sale and purchase of products. However, definitions encompass all digital transactions, including information exchange, between firms and third parties (Jobber, 2010). Kurtz and Boone (2006) have given a definition of e-commerce which combines three aspects: customer transactions, the targeting of consumers through the compilation and analysis of information, and the nurturing of relationships with consumers through online means.

Product distribution within the tourism sector has been expanded to online channels and it is imperative for tourism management to take advantage of current trends in the market and enhance marketing strategies to be able to maximise the opportunities offered by digital technologies involving Internet and digital marketing concepts. For instance, a growing trend relates to online booking of tourism facilities through branded websites or intermediary organisations, replacing conventional booking methods through bricks-and-mortar travel agencies (Almunawar, et al, 2013). Libya has an opportunity in these initial stages of tourism development to shape these systems to address the Islamic tourists advocated as the primary target market in this thesis. E-marketing strategies can be aligned with consumer behaviours in this

segment. E-marketing technologies can be leveraged to target and position product information in line with specific Muslim consumer segments relevant to Libya's market. Segments such as tourists focused on spiritual, heritage, cultural or adventure can be identified and targeted using the appropriate channels to convey the product attributes that align with their needs. Essentially, Libya can develop and implement a technology strategy that provides the tools and resources to understand and target Islamic consumer segments. A review of Muslim tourists segments in the previous sections of this thesis reveals distinct types of groups including between heritage and arts segments which e-marketing technologies can assist in understanding consumer search and decision-making processes for such segments and profiling the types of channels and patterns of Internet usage that can target marketing. At another level, e-marketing technologies can assist in understanding attitudes in terms of destination image as a basis for countering weaknesses and conveying those attributes about Libya's destinations that align with Islamic tourist segments.

By maximising the implementation of technology-based marketing systems, Libya can develop an important specialism that drives its ability to track bookings and receipts and develop high capability to measure and evaluate performance in terms of ROI, engagement with consumers (Do they know about Libya?), interactions (What are their behaviours?), intimacy (What are they saying about Libya overall and destinations?), and influence (Who do they tell?) (Comcem, 2015).

2.8 Internet Marketing

Internet marketing, which can be defined as the realisation of marketing objectives through Internet and digital means, is empowering the increased interaction between organisations and their customers which is fundamental to current concepts of relationship marketing (Chaffey et al., 2009).

Internet marketing has been described in terms of a process of creating and preserving relationships with customers utilising online channels which helps to fulfil the aims of both business and customer through enabling the

exchange of products, services and ideas (Mohammed et al., 2001, cited in Gay et al., 2007, pg6). The Internet represents a relevant and direct channel of communication with Muslim consumers in the Arab World. Across 22 Arab countries with a large Muslim population, more than 135 million people use the Internet with a penetration rate of 110% (Salem and Mourtada, 2015).

Molenaar (2012) defines e-marketing as the utilisation of the Internet and information technologies within marketing to facilitate more effective products and services which satisfy customers through focusing on customer needs and desires. Within the tourism sector, e-marketing has been implemented and concentrates on the creation and preservation of individual consumer relationships through social media mediums and digital technologies. One key area of advantage indicates the potential of such technologies to assist Libya in terms of destination image and countering potentially negative perceptions of Libya as a wholly insecure destination. Sentiments and attitudes of Muslim tourist towards Libya can be measured in real-time using a range of online perception technologies that can provide critical insights into consumer's destination image. Investment and implementation of comprehensive and integrated systems can potentially give Libya a competitive advantage in terms of its ability to effectively understand and target Muslim consumers both in terms of product development and marketing.

While Libya suffers from internal conflict and unrest that contributes to a negative destination image of the country, e-marketing provides an opportunity to yield more accurate representations of Libya and leverage the Internet to convey information about safe destinations to Muslim consumers. A key aspect and strength is to promote the intangible attributes of Libya as a tourist destination to address the weakness in tangible functional attributes in terms of hotels and facilities. Libya has a vast range of intangible attributes associated with cultural, adventure, religious, heritage and spiritual experiences that align with Muslim consumers. These elements outweigh significantly the weakness of intangible dimensions and e-marketing can be leveraged effectively to emphasise the country's intangible strengths to convey experiential and excitement attributes.

Digital marketing is virtually synonymous with e-marketing and in affording channels for marketing communication reaches across the marketing mix. Jobber (2010) describes digital marketing in terms of the digital technologies which provide pathways to markets such as the Internet, interactive television and mobile communications and which enable the achievement of organisational goals through consistently satisfying customer needs providing competitive advantage. In comparison with Internet marketing, both the e-marketing and digital marketing concepts encompass a wider scope as they not only apply to the Internet but to all current digital technologies. These technologies in conjunction with digital and Internet marketing strategies are currently being utilised within the tourism sector to drive improved performance. The significance of such digital marketing is paramount to Libya's tourism development strategy and to ensuring it can effectively engage and attract Muslim tourist segments. Specifically, it has been noted that:

"The concept of inbound marketing focuses on placing messaging and content that is relative to consumers where they are most likely to find it. This content then promotes a message, story or call to action that is inspiring and useful, eventually motivating a consumer to buy the product or service." (COMCEC, 2015, p27)

Such activity can ensure that different tourist experiences of Libyan destinations relevant to specific segments that convey the many intangible psychological attributes are positioned and relevant to specific Muslim segments. It has been noted that the higher the perceived risk associated with a travel experience the more information consumers require. *"Tourism marketing is an opportunity to minimize perceptions of risk and demonstrate the appropriate mix of value for money."* (COMCEC, 2015, p31). This emphasises the importance of conveying intangible attributes which are Libya's strengths to demonstrate the rich wealth of different cultural experiences that counter the limitations of Libya's intangible aspects in terms of standards and availability of high quality hotel and facilities. Libya's deserts and beaches, for instance, offer vast opportunities for intangible cultural experiences based on authentic tent accommodations and adventures to

young Muslim tourist segments attracted by sun, sea and adventure. This perspective is supported by Lagkiewski and Zekan (2006) who stress the importance of the experiential aspects of a destination noting that:

“this increasing demand for experiences shows that it is no longer enough for destinations to compete with their facilities and amenities, but instead they need to create differentiating experiences if they want to attract today’s travellers”

While the tangible aspects for Muslim tourists have proved to be significant from the literature review, the strong desire for experiences provides Libya with an opportunity to emphasise its strengths in this regard.

A key challenge of this process is to ensure consistent and synchronized communications across online marketing channels. Trustworthiness is a critical dimension of tourism marketing as consumers search for trustworthy sources of information (COMCEC, 2015). For Muslim consumers, this issue is more critical as research indicates that for Arab users there is lack of trust associated with social media channels (Salem and Mourtada 2015).

2.9 Social Media e-marketing

Social networking and media sites such as Facebook, Twitter and YouTube are globally popular and becoming a daily necessity for a growing number of people: resulting in significant efforts by most major companies to take advantage of this phenomenon in marketing their products and offers (Jones, 2013). Social media provides an easy and cost-effective channel to access Muslim consumers: more than 71 million active social media users (Salem and Mourtada, 2015). Social media usage in the Arab world underscores the significance of this channel for Libya to connect with Muslim consumers. Evidence indicates more than a quarter of users spend more than 3-4 hours online, with more than half accessing the Internet through smartphones and three quarters spending up to an hour a day through tablets (Salem and Mourtada, 2015).

Figure 33 presents the feedback given by marketers when asked to identify their most useful social media tool (Seltzer, 2016) that show Facebook and two main tools commonly used.

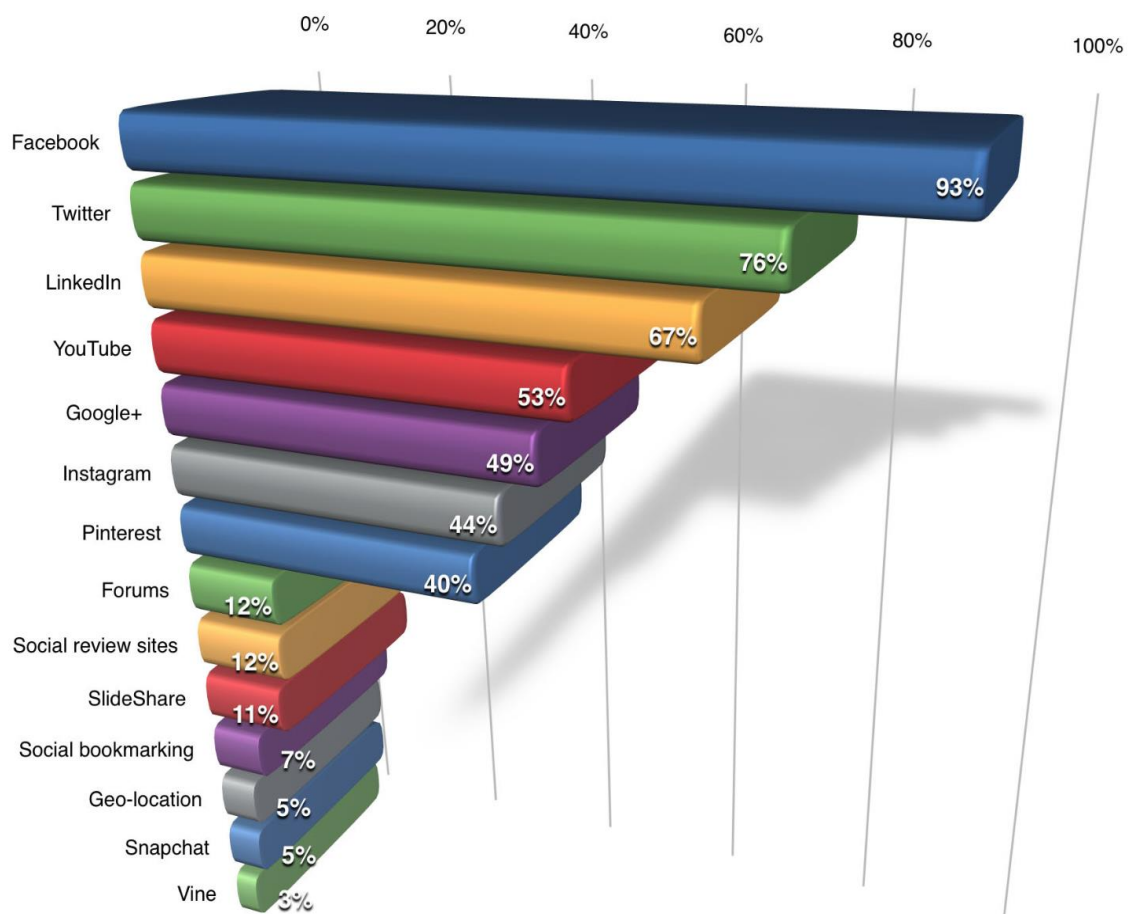


Figure 33 Commonly-used social media tools among marketers

Source: Seltzer (2016, p.23)

Social networking sites represent a recent trend in websites that allow visitors to not only view the website, but also to create online personalised user communities (Nielsen, 2009) allowing members to give feedback on elements viewed on the site, for example comments on YouTube videos. They allow users to inform the world of their status and emotions through actions such as tweeting on Twitter, and allow individuals to connect to others in their life through sites such as Facebook. These elements have become highly attractive for Internet users, generating significant popularity (Nielsen, 2009). According to *Social Media Today* (2012), 27% of US Internet time was spent on social networking sites, and 15% of US mobile Internet time. Accordingly marketers are focusing on social network advertising with 74% of all marketers

stating that Facebook is important to their lead generation strategies (Social Media Today, 2013).

However, the focus of social media usage of Muslim consumers identifies them as proposed target segment for Libya. Analysis of this group indicates social media as a significant channel for communication with Muslims from Arab countries across the Middle East and North Africa where it has been widely adopted. A large-scale survey across 22 countries including Libya, supported by focus groups and 7,000 interviews across 9 countries found the highest preference for Facebook and Whatsapp channels (Salem and Mourtada, 2015). Figure 34 shows the percentage of social media users that employ different channels indicating the importance of YouTube, Instagram and Twitter. Social media usage is evenly balanced across the region making it easier to synchronise communications and target communication with Muslim Arab tourists. Further, a nuanced approach can be adopted to understand the preference and satisfaction of different media formats and attitudes to social media use of Muslim social groups to ensure the alignment of Libya's communication strategy within these channels

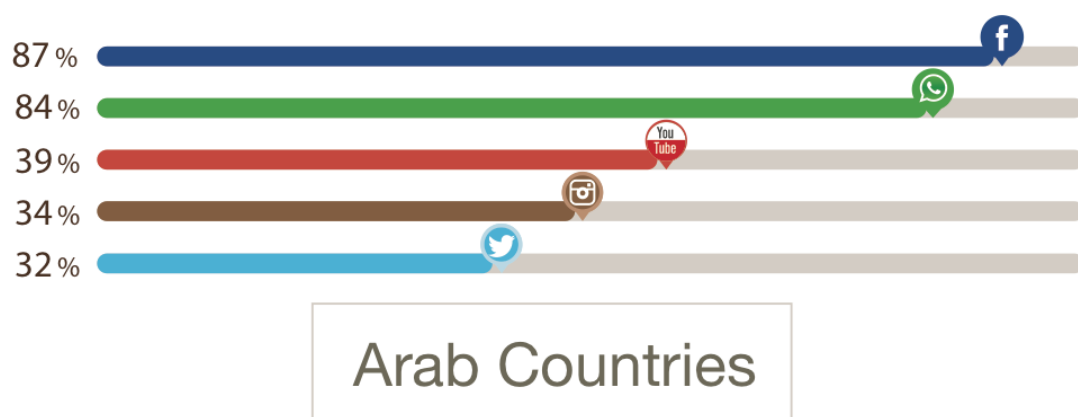


Figure 34 Social Media Usage across 22 Arab Countries

Source: Salem and Mourtada (2015, p5).

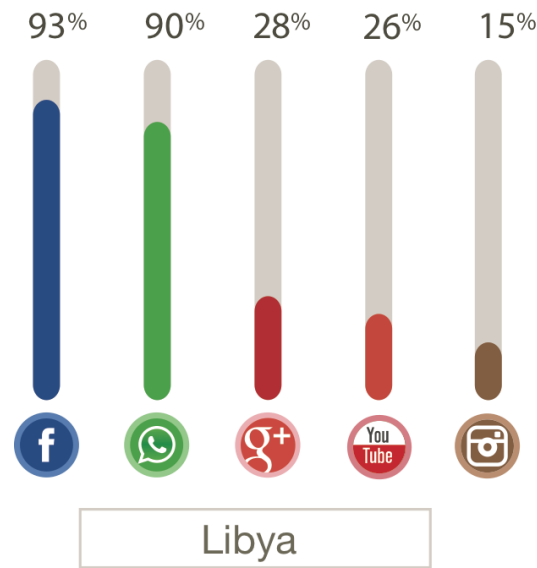


Figure 35 Social Media Usage Libya

Source: (Salem and Mourtada, 2015, p4)

Social media usage in Libya is significant to the country's context and tourism development; Figure 35 demonstrates Libya's social media usage across different channels. The population's adoption of social media use and Internet and mobile penetration rates underscore the population's potential at government, business and individual level to engage with Muslim consumers online and to learn and understand their needs, preferences and perception of Libya as a destination. This provides an opportunity to build a cost-effective strategy in cyber-space that supports Libya businesses, tourist institutions and agencies, entrepreneurs and citizens to engage online in different roles to support the development of the country's tourism in a highly accessible and cost-effective way. Such a strategy can support Libya's actors to generate content and obtain feedback and ideas from social media within a channel that is becoming increasingly relevant to Muslim consumers in the Arab world. In the Arab region, more than 285 million videos were uploaded, the second highest number of videos in the world (Salem and Mourtada, 2015). Fifty percent of these are viewed through mobile devices. The importance of visual and video consumption in the Arab world underscores the opportunity for Libya to project positive destination images of the country's diverse range of

attractions through these formats. Social media usage by Muslims in the Arab World has advanced significantly as an independent and vigorous form of communication adopted widely, with up to 100 million Arab users (Salem and Mourtada, 2015). Across the Arab World social media has enabled an unprecedented freedom of expression and access to information that is increasingly embraced. Arabs are engaging across a wide range of social media channels and forms.

Furthermore, attitudes towards social media among Arabs are positively associating it with improved quality of life, entrepreneurship and civic engagement (Salem and Mourtada 2015). Social media usage in the Arab region exceeds 50% of users for a wide range of purposes including obtaining information, watching videos and sharing photos. In particular, social media can promote enhanced engagement and real-time communication and feedback. Social media can be an important channel for Libya to interact with tourist consumers who understand their behaviours and needs and to analyse and segment consumers as well obtaining important feedback and ideas for new product development and service delivery (Salem and Mourtada 2015).

It is envisaged that in the future, following the achievement of greater political security both within Libya and the region, the country could potentially become a new growth area for tourism that is safe and undeveloped. However, a significant challenge lies in changing traveller perceptions of Libya in relation to the previous regime and its image as a dangerous, conflict-ridden country (Euromonitor, 2013a). Social media could be an important and effective route for promoting the natural attractions and appeal of the nation (Buhalis and Wagner, 2013).

The highly successful social media marketing strategy of Tourism Australia focuses specifically on publishing user-generated content which has resulted in the largest social media presence (AMI, 2013), including the most popular Facebook page of any tourism destination globally (Kermond, 2013). The strategy concentrates on building an engaging, evolving platform in place of isolated marketing campaigns. Meanwhile, Tourism Ireland's effective social

media marketing strategy concentrates on marketing campaigns such as 'The Gathering Ireland 2013' driven by the provision of high-quality, engaging and copious content. Ireland's cultural emphasis and the diaspora as the main target is comparable with the Libya strategy emphasised in this thesis; by focusing on cultural and religious theme targeting Muslims from around the world motivated by their need to explore and learn about Islamic history. This approach has led to Ireland's primacy as the most watched European destination on You Tube and secured the organisation first rank among European benchmarks for Facebook and YouTube use (Tourism Ireland, 2013). Canada is another example of a successful early adopter of social media strategies which have contributed to its status as a top ranked global brand (Craig, 2011), based largely on a mix of consumer advocacy and user-generated content (Craig, 2011) in addition to targeted marketing campaigns (ETN, 2013).

The advantages of advertising on platforms like Facebook include the ability to target advertising at a precise audience depending on the pattern of their Facebook likes (Benady, 2013). For example, if a Facebook user habitually visited cooking-related sites Facebook generates advertising related to cooking books and equipment for that user, enabling marketers to advertise to users with similar interests to their products.

2.10 E-marketing practices

In a study which examined awareness and use of marketing information systems within small and medium sized (SME) tourism businesses in Jordan, Al-Allak (2010) focused on the utility of the Internet to gather external data. The research incorporated a survey of 350 tourism SMEs and the results of the analysis demonstrated that only half were connected to the Internet. Among these, use of the Internet to gather external marketing intelligence data was limited and the Internet was perceived as supplemental to internal and informal forms of data gathering. More generally, approaches to marketing intelligence data gathering were haphazard and ICT use minimal. Further the sector as a whole revealed an operations focus rather than a marketing one as

regards data gathering. The author suggests possible barriers such as limited understanding, ineffective business strategies and implementation costs and argues for greater ICT access and collaboration between the tourism SME sector and Jordanian tourism authorities (Al-Allak, 2010).

Research by Munar (2010) has laid groundwork for further study into the newly-emerging field of user-generated content (UGC) in tourism, which is conceptualised as the virtualisation and digitalisation of global word-of-mouth (Munar, 2010, p24). Munar's exploratory study evaluating tourism-related UGC through qualitative documentary analysis presents a classification system which systematises tourist-related UGC into several types of narrative genres such as the objective encyclopaedic genre, the more personal diary genre, the review genre, and the blog. The study further identifies stages in the tourism experience at which UGC content is added based on Jafari's (1987) Tourism Model. The most significant stages and the ones with the most implications for tourism management are: the initial corporation stage, which is a purchasing phase where potential visitors search and consume UGC content related to travel motivation; the animation stage where tourists physically experience their chosen destination and upload related content, and finally the most prolific stage, incorporation, in which tourists upon return from travel contribute opinions and reminiscences. It is argued that the various stages focus attention on the differences in tourism-related UGC use and creation processes which is of importance to tourism authorities in shaping e-marketing strategies (Munar, 2010).

Another study examined the relationship between tourist UGC use and creation and personality types in order to understand which particular types are motivated to engage with UGC tourism and in particular create content (Yoo and Gretzel, 2010). The research employed the five-factor personality model developed by Goldberg (1992) which asserts that individual personality is a combination of the five factors of openness, conscientiousness, agreeableness, extraversion and neuroticism, and additionally utilised motivational factors for travel content creation such as altruism and enjoyment (Yoo and Gretzel, 2010).

The study surveyed 1,682 recent US travellers who were active Internet users and found a significant gap between those who used UGC and those who contributed content (Yoo and Gretzel, 2010), supporting the findings of Verna (2009). Significant motivating factors for creating content were found to be altruistic and hedonistic, while barriers were related to lack of time and interest. This supports previous studies which found a similar relationship (Wang and Fesenmaier, 2004; Chung and Buhalis, 2008). This research underscores an opportunity for Libya to engage both its citizens and tourists in generating content to support destination development, which implies both developing the capabilities of Libya's actors to contribute content and to understand and engage with Muslims tourists.

This underscores the importance of understanding and developing relationships and networks with potential contributors to generate content on Libya. Yoo and Gretzel (2010) found that personality was a key driver of the motivation for travel UGC use and content creation, and different personality types displayed varying online behaviours and motivations. Specifically, the findings showed that those personalities characterised by openness, agreeableness, conscientiousness and extraversion were significantly more motivated by altruistic and self-enhancement catalysts, while this was not a motivator for neurotic personalities, who further were distinctly more likely to perceive barriers to content creation. The authors make a number of important points in relation to the findings, suggesting that traditional explanations for personality can be translated to the online sphere and social media, while it is important for tourism marketing to understand UGC target markets and the potential audience for social media marketing efforts (Yoo and Gretzel, 2010).

The development of the Internet evolving new systems and standards from Web 1 to Web 2.0 and Web 3.0 has continually influenced consumer information access and organization of information systems. Web 2.0 was particularly significant in reinforcing the different e-CRM (electronic Customer Relationship Management) strategies whose application is necessary at various phases of the customer lifecycle for building and maintaining customer relationships and generating value (Sigala, 2011). ECRM Web 2.0 approaches

provided the advantage of the networking and customer knowledge capabilities inherent within the tools to engage customers and associated online communities along the firm's value chain (Sigala, 2011). Web 3.0 introduces a new generation of capabilities with radical impacts of tourism processes such as semantic systems, location-based, mobile solutions and real-time consumer interactions and information access (Minic et al. 2014).

“Application allows consumers or travel agents to create, manage and update itineraries. Moreover, it allows the customer to determine a set of preferences for vacation and make a request for a set of information to find components such as plane tickets, rent-a-car and entertainment activities in real time. Semantic-based DMS provides full integration, flexibility, specialization and personalization” (Nikola et al., 2014, p781).

Libya's 'start-up' context in tourism enables it to easily implement complete systems that will enable its tourism information systems to be efficient and competitive. It will be better positioned to target Muslim markets more effectively as a result of the flexibility to combine and developed individualized services and achieve highly targeted service delivery through personalisation and direct marketing that Web 3 facilitates (Minic et al., 2014, p781). The different Muslim consumer segments identified can be directly and precisely targeted based on either heritage or art needs, adventure or social needs. Such systems offer intelligent features that can *“understand the inputs from the environment and generate an appropriate response”* (Minic et al., 2014, p783). Intelligent search and analysis systems can enable Libya to offer a differentiated service to Muslim consumers that can achieve higher visitor traffic, target relevant market groups, and maintain accurate data. A critical advantage that aligns with Libya's need to address weaknesses in its image is to *“increase a destination's presentation, enhance its image and attract direct bookings by providing specialized and personalized services”* (Minic et al., 2014, p784).

Many other countries face the challenge and complexities of integrating and upgrading their technology infrastructure and ensuring value for money on

previous investments. Libya however possesses a blank canvas in relation to e-marketing infrastructure and systems that provides a unique opportunity to adopt new technologies according to best practice and maximise the tourism industry's capacity to effectively target and attract its primary market segments. This means Libya can implement a balanced approach and ensuring it maximizes the potential of such technologies that is often achieved by other countries. For instance, a study of the Greek industry showed that both adoption rates of e-CRM Web 2.0 tools and usage for e-CRM purposes were low among the firms (Sigala, 2011). Within the customer lifecycle, the highest reported e-CRM usage was related to monitoring user reviews and comments, handling complaints and market research such as customer profiling and understanding. The author suggests that this demonstrates a focus mainly on customer acquisition and recovery, for instance in the beginning and end of the customer lifecycle, with few practices such as community building and providing enhanced customer value aimed at the middle of the lifecycle which concentrates on customer retention. It was further found that few firms used customer feedback as a source of improvement for business processes, thereby missing valuable opportunities to improve performance and services (Sigala, 2011).

The effectiveness of e-marketing can be undermined by the Libyan population's lack of education and skills that are vital for economic and business success (Randall, 2015). In Egypt, a survey 163 small Egyptian tourism organisations investigating the adoption of e-marketing found that internal factors such as owner skills, and organisation culture and size significantly and positively affected perceived ease of use and e-marketing adoption. El-Gohary (2009) found that with regards to technology acceptance factors, organisations' perceived ease of use, perceived relative advantage and in particular perceived compatibility were each found to positively affect e-marketing take-up. This underlines the importance of effective education and training strategies to maximise the adoption of e-marketing by Libya's organisation.

Arguing that social media strategies are still an emerging and varying phenomenon within destination marketing organisations (DMO) a study by Hays et al. (2012) evaluated the usage of social media within the marketing strategies of the top 10 most visited destinations around the world. Using content analysis and semi-structured interviews with tourism professionals, the study considered why and how DMOs employ social media for marketing purposes, finding that social media were important to DMOs, although exhibiting a presence rather than active usage was highlighted as more important. Notably, many DMOs evidenced strong indications of using social media as simply another channel for the application of traditional marketing strategies, often employing social media to advertise and promote rather than engage and interact. This was due to discomfort with managing consumer voice (Hays et al., 2012). This finding was reinforced by the significantly low lack of interactivity revealed in organisations' postings, although Facebook posts showed much higher levels of interactivity than Twitter, and supporting Sigala (2011) in suggesting that DMOs are failing to take advantage of the full depth of opportunities available through social media and Web 2.0 tools. A further notable finding relates to the fact that content posted on sites was almost overwhelmingly generated by the organisation with little customer input. However, best practice examples include VisitBritain's user-created Facebook photo stream of sites in the UK. Organisational factors such as structure, funding, strategy and resources were found to significantly impact social media strategy and execution, and varied extensively across DMOs (Hays et al., 2012).

2.11 Social Media and Capacity-Building

Social media and the Internet also represent important capacity-building channels for Libya's population. Evidence indicates that Arabs use the Internet for educational purposes. On a least a daily basis, 63% of Arabs use the Internet to research topics of interest and 28% access language learning resources. Different levels of usage are evidenced for a range of education activities including reading educational blogs, viewing instructional videos and online courses (Salem and Mourtada 2015). These patterns of use align well

with Libya's context. The civil unrest and conflict over physical resources in the country has undermined the country's ability to invest and deliver in educational resources. An online educational strategy provides a cost-effective, flexible and accessible approach to distribute and make accessible learning resources to Libya's population, facilitating knowledge transfer and social learning at an international level.

There is a deeper socio-economic relevance of social media to Libya's context both in terms of developing Libya's tourism development and the conflict in the country. Social media has a liberating and psychological benefit on young people in the Arab World. Social media is perceived by Arabs as a "life enhancer"; brightening up one's day and adding excitement to their lives. For many young Arab individuals, being connected to social media makes them feel "alive!" (Arab Social Media Report, 2015, p81) and is perceived positively for employment opportunities and progression in life (MBRSG, 2015). This thesis has emphasised the challenge in developing a tourism strategy given the conflict and fragmented state. Social media represents an opportunity to exploit the interest by young people in engaging online and to maximise the opportunities for accessing meaningful social groups, exploring novelties and new features, searching for knowledge and learning, that the Arab Social Media Report (2015) has evidenced among young people across the Arab World. A strategy that encourages and facilitates self-support and learning can serve two important purposes. Firstly, it has the potential to address the empathy, boredom, frustration and disillusionment with future prospects among young Libyans by shifting the focus of many young people who make up many of the militias and groups that fuel the conflict and unrest in the country. Effective social media marketing strategies and resources in Libya's initial tourism development phase generate awareness and desire to engage among Libyans and to explore new opportunities and interact, share and learn both from neighbouring Arab countries and the international community. *"The interactive, participatory, and open nature of social networking technologies presents a number of opportunities for learning and innovation."* (MBRSG, 2015). Secondly, social media can contribute to capacity-building of the workforce and provide skills and knowledge to engage in Libya's tourism

sector. At social level, this reflects a cycle of social development facilitated by social media and e-marketing that can promote stability.

Consequently, the role of social media is significant for its ability to facilitate innovation learning and collaboration (MBRSG, 2015). This platform and virtual nature of social media aligns well with Libya's fragmented context. It provides informal and highly flexible forms of communication that enable independent learning and self-support. This benefit is vital in fragmented states where the authorities focus on securing stability rather than development. It can provide access to learning from peers nationally, regionally and internationally and promote large-scale discussion and feedback and knowledge exchange. Social networks can provide dynamic spontaneous learning in varied formats and provide learning across all Libya (MBRSG, 2015).

2.12 Big Data

Over the last decade, technological developments and the significant use of the Internet by growing millions of people has meant that substantial amounts of data is increasingly available for research and development in low-cost digitised form. This data is now frequently used for the analysis of consumer behaviour to inform marketing strategies, and can be used to predict trends and to generate new, more detailed and highly rapid statistics (Heerschap et al., 2014). Libya is uniquely positioned to implement entirely new infrastructures that may leverage such developments which can enable it to gather and analyse Muslim consumer interactions and activities.

Big Data can be defined as datasets so large and complex that they require new techniques to be stored, analysed and managed (Chen et al., 2012). Russom (2011) asserts three key attributes of Big Data: Volume in terms of the amount of data; Variety in format and organisational structure; and Velocity referring to the speed of data generation. Veracity relating to trust in the data and analysis outcomes, in addition to Value underlying the need for Big Data to bring value through its applications, are recently added attributes (McKinsey, 2011) reflecting the broadening context and increasing analysis

and application of big data throughout organisations, industry sectors and at a national, regional and global level.

Big Data Analytics (BDA) is defined as the set of advanced techniques used to discover patterns in large sets of data (Russom, 2011). These tools are developed to garner valuable and useful information, and therefore competitive advantage. Gartner (2013) indicates a significant rise in big data investments. McAfee and Brynjolfsson (2012) advocate the key role of Big Data in benefitting leadership, talent management, technology, decision-making and company culture. Meanwhile, McKinsey (2011) reports that Big Data can support decision making, customise solutions by segmenting populations, discover variability and needs, and thus improve performance, transparency, and underpin innovation. The consumer engagement and relational dimension is underlined by Singh and Singh (2012) who highlight that big data is a key to success through user-generated content and cooperation with customers. Together these elements can underscore the potential for Libya to develop human resources and technology that can realise the benefits of Big Data and develop close interactions and knowledge of Muslim consumers by accessing and analysing big data and many touch points.

2.12.1 Big Data in Tourism

Big data in tourism is mainly collected through capturing the digital footprint of tourists often detected and measured in real time across Internet and mobile phone interactions (Heerschapp et al., 2014). This data can provide intelligence on Muslim consumers, tracking patterns of behaviours, attitudes, feedback, and satisfaction that can assist in achieving precise targeting and development of products and services and forecast future intentions and trends. Tourists leave innumerable traces in their digital interactions with the Internet and mobile technologies. The data produced is not only vast in quantity but also multi-dimensional representing movement through space and time and necessitating new approaches towards data analytics, access and storage (Gretzel, 2013). The sector is distinguished by the daily generation of

millions of records, recording tourist behaviour which until recently has primarily been transaction-based encouraging customer engagement in well-defined areas. In contrast, big data encompassing both transactional and self-reported data is acknowledged to emphasise new refined aspects of tourism customer care which mould the potential for interactions (SOCAP, 2013).

Big data has myriad diverse applications in the tourism sector with new uses and applications constantly being deployed to develop tourism and enhance products and services in alignment with tourists' needs. Feisenmeier (2012) suggests that tourism big data can be used to track economic flows such as the linkages between culture, events and the economic strength of a destination. This is partly shown in an empirical study by Wood et al. (2013) indicating the use of big data social media sources to accurately track visitor numbers to over 800 nature-based recreation sites globally. Such technology can provide Libya with access to data on Muslim consumers' social media interactions that can be analysed to give insights into specific consumer profiles, attitudes and needs.

Other ways big data can support tourism development include providing significant means to conduct performance and competitive analysis such as destination benchmarking (Feisenmeier, 2012). Evidence from the World Tourism Organization (UNWTO, 2014) highlights a growing trend for this utilisation of big data around the world to measure and benchmark destinations as part of wider initiatives to build local and regional information systems. A case study of the Basque Tourism Observatory in Spain, which is designed to monitor tourism activity utilising big data sources and analysis, shows that the resulting competitive intelligence is being utilised by destination managers to facilitate increased market and customer knowledge and to relate more efficiently and effectively to them. Libya's tourism strategy can apply this to access data on regional competitors and identify regional tourism networks and tourism patterns and preferences. Understanding Muslim consumers' selection factors and the activity of competitor destinations can provide important insights for Libya for product development and opportunities for tourism linkages.

The use of big data can support the creation of customer-sourced knowledge within tourism destinations in addition to knowledge applications oriented towards suppliers and decision making across different phases (pre and post) of the trip experience. The incorporation of customer knowledge sources ranging from search data, booking and feedback behaviour including surveys and review platforms enable the provision of a Destination Management Information System (DMIS) that incorporates all stakeholders (Fuchs et al., 2014). Key elements include business processes such as internet navigation, booking and customer feedback and indicator sets that accurately measure customer perception and behaviour accompanied by a consolidated Destination Data Warehouse (DW) which allows the DMIS to conduct analyses across processes (Fuchs et al., 2014).

In terms of customer-sourced data tourists voluntarily share personal information and multimedia content across social media platforms generating data that can be analysed using big data techniques. Different types of shared data are significantly expanding within social networking sites such as Facebook, Twitter and Flickr (Miah et al., 2017). Consequently big data analytical techniques can be applied to provide knowledge for a range of different purposes related to destination management. One key area is the analysis of tourism behaviour. Recent research shows for example the useful application of big data analysis techniques to the geotagged photos of tourists shared on Flickr to predict tourist behavioural patterns within destinations (Miah et al., 2017), and the measurement of tourism destinations using mobile tracking data (Raun et al., 2016). Data and text analysis techniques can further be effectively applied to provide increased knowledge and understanding on key hospitality issues such as hotel guest experience and satisfaction (Xiang et al., 2015).

A recent study highlights the use of big data for understanding and classifying multi-destination trips in Austria to support destination marketing (Irem Onder, 2017). Data on multi-destination trips not collected in other places was captured through Flickr to comprehend which destinations are visited by tourists during their trip, considered key information in terms of knowing how to

market different destinations (Irem Onder, 2017). Figure 36 highlights the information gained through the use of big data techniques in this case:

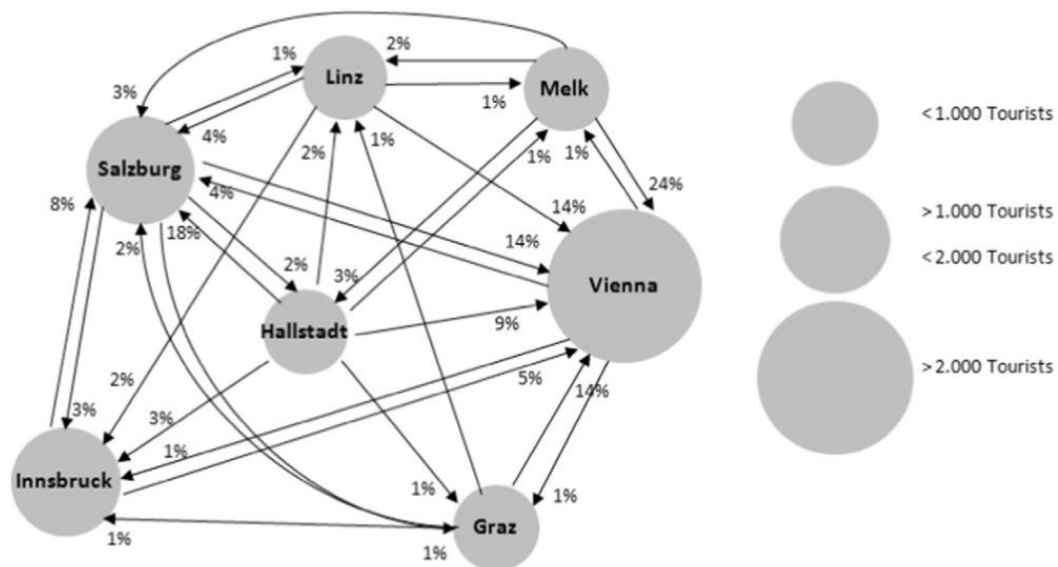


Figure 36 Multi-destination Travel Patterns of Tourists in Austria

Source: Irem Onder (2017, p.57).

Big data can further be utilised to increase understanding of online communication effectiveness such as tourism search and online advertising, and to measure the online brand and reputation of destinations and service providers and the online perceptions and experiences of destinations by tourists. Feisenmeier (2012) also emphasises the potential of big data to help create and maintain tourism social communities sited within social media. There is potential for Libya to deploy such technology to access Arab and Muslim social media networks to analyse the reputation and image of service providers, as well as develop targeted marketing communications.

Big data has the significant potential to innovate and enhance the production of tourism statistics for both policy makers and the tourism industry to support the deployment of resources and improve services. Gretzel (2013) asserts that big data provides critical opportunity for innovating tourism business processes and the construction of new data services. In an empirical case study of three big data initiatives in the Netherlands, Heerschapp et al. (2014) point to the capacity of big data to enhance the quality of existing tourism

statistics. Evidence highlighted a rich and valuable dataset with significant potential for research and statistical production. It is argued that the potential exists for big data under longer term data collection to distinguish tourist flows and behaviour and follow tourist groups from the moment of entry to departure to understand inter-relations between tourism destinations. This was as a result of the ability of big data to provide increased detail in terms of more localised areas and smaller time frames, to expand timeliness and frequency and to produce new statistics and indicators impossible to measure using traditional methods of tourism data collection and analysis. As an emerging technology, Libya can potentially develop a competitive advantage through its application of data to understand Islamic consumer behaviour.

Big data is also acknowledged to provide a significant range of market-related advantages for tourism operators and providers. One major advantage is increased market responsiveness as a result of the forecasting power of big data enabling the capacity to respond quickly and competitively. In a single season, tourist companies are asserted to be able to recognise patterns in emerging travel trends and habits and adjust prices and develop new offerings accordingly (WTTC, 2013). Big data can be used to address consumer need trends for real-time destination information on safety and risk analysis in an honest and transparent manner to counter a generalised negative image of all Libyan destinations.

A further capacity of big data with important market advantages is the potential for significant personalisation of tourism products and services across the spectrum from travel and hospitality to destination-based experience design (SOCAP, 2013). A key aspect of personalisation is the ability to provide tourists with timely and relevant information in the right format using the right channels (SOCAP, 2013). Libya can focus on providing highly sophisticated personalisation to Muslim consumers in relation to specific profiles and preferences targeting relevant and timely information according to demographic characteristics such as, for instance, families, individuals or couples or religious orientation, conservative or liberal or more complex and specific consumer profiles.

Big data analytics are argued to enable the optimisation of customer interactions based on increased understanding of the context and the resulting capability for delivering relevant and personalised recommendations and support. Data can be used to achieve significant relevance with the tourist or traveller. SOCAP (2013) highlights the example of United Airlines' use of real-time data to respond to customer needs at a particular point in time. In one particular instance, early flight business travellers were delighted to receive gifted free miles through direct real-time messaging to compensate for a delayed flight.

Travelling from location to location is asserted by SOCAP (2013) to create networks activated through movement in space providing opportunities for push technologies to provide services such as recommendations based on personal experiences. This technology can facilitate the creation and dissemination by citizens in Libya at a local level sharing their local knowledge, as well as Muslim tourists sharing their experiences, perceptions and recommendations of attractions, sights and services. Big data can enable Libya to understand how Muslim consumers perceive services in other countries that in turn can be used as a basis for its own destination planning and management. Big data facilitates the real-time capture of tourists throughout their entire tourist experience from travel to destination to travel home. Big data can enable the capture of a diverse range of emotions on the place, the people, activities or items; or specific responses to sights, sounds, smells, and colours.

Big data analytics applied to social media is further asserted to enable significant destination planning to design tourism experiences for entire cities or areas. Tourists are increasingly dependent on social media sources for tourism-related decision-making. Wang et al. (2013) highlight further that big data can contribute unique competitive advantages to smart tourism platforms deployed as part of smart tourism destination management. Libya has the opportunity of implementing a new infrastructure that supports destination planning and management by providing in-depth analytics on tourist searches, survey responses, content sharing and social networking. This will enable

Libya to measure and generate important insights about Muslim consumer needs and trends that can be made available to stakeholders at different levels.

2.12.2 Challenges

Nevertheless, a range of significant challenges need to be acknowledged and overcome for the benefits of big data to be realised within the tourism industry. Principally, new skills are required for the effective deployment of big data within tourism (WTTC, 2013). Gretzel (2013) questions the organisational capability of tourist sectors in relation to having the necessary skills and analytical ethos for generating and utilising big data effectively. It is noted that much of the literature emphasises inadequacies in tourism innovation and the necessity for increased strategic innovation and market orientation in addition to collaboration for the opportunities represented by big data to be realised. For tourism companies gaining critical knowledge and understanding of how big data can enhance tourism offerings or initiate new services is a significant challenge. Gretzel (2013) argues that the effectiveness of big data analytics are underpinned primarily by knowledge of the right questions to ask and of how to interpret the findings, however a gap in the literature is highlighted in relation to these issues. Heerschapp et al. (2014) point to a lack of development of suitable methodologies for analysing and interpreting big data asserted to currently limit the development of big data in the tourism sector.

However, developments in cloud computing and big data are resulting in cost-effective technologies and low total cost-ownership solutions that can be leveraged to establish virtual big data infrastructure. Cloud computing provides the flexibility to scale-up and secure resources as Libya tourism development requires. Human resources development through specialist international training of Libyan tourist professionals is critical to the effective utilisation and management of big data tools (Morrison, 2013). International expertise and specialist training and research will provide the basis to develop an effective, sustainable and progressing big data strategy that can expand big data capabilities to enable gathering and analysis of big data. Big data sources

(tweets, web searches, surveys, transactions, blogs, etc.) can be prioritised and gradually integrated and developed within an ecosystem that delivers insights to Libyan tourism stakeholders.

The tourism industry faces further challenges in transforming the technological opportunities offered by big data into competitive advantage and income generation. Gretzel (2013) contends that limited knowledge is available in relation to the business models which can evolve through big data application. Moreover, a significant lack of knowledge exists in relation to the return on investment (ROI) of applications and creation of comprehensive user profiles given that individual tourist consumption is highly short-term. Despite the growing importance of social media in big data, tourism companies face further challenges in defining social media ROI. Gretzel (2013) points to limited knowledge of measures such as the ROI of a Facebook like in the tourism context. SOCAP (2013) highlights that tourism companies face key issues in translating big data into marketing and customer service applications.

Gretzel (2013) further notes that there is a significant amount of tourism related data which generally remains siloed and under-utilised in relation to sharing and comparing data and converting it into business and consumer insights. Tourism organisations therefore need to be effective in understanding where information should be delivered and to whom and in what manner in order to enhance tourism experiences. SOCAP (2013) proposes six different steps to transforming tourist enterprises into customer-centric organisations utilising big data. These include the elimination of data silos and the creation of unified, logical data views asserted to depend on company cultures and structures of information sharing across departments and functions.

The issue of information governance, in particular issues of privacy of information and data security, further challenge big data usage in tourism (Gretzel, 2013). The World Travel and Tourism Council (2013) asserts that for big data to be successfully embedded into tourism and enable the personalisation of experience which is a key advantage of big data consumers need to be aware of the benefits weighed against their common preference

towards anonymity. In order to reassure and promote acceptance among tourists, two key aspects are critical: transparency in data usage in which benefits are clearly proportional to the data collected or shared, and the consumer ability to switch big data on and off to avoid unwanted intrusion.

Growth in the importance of big data within tourism prompts a number of significant implications for tourism destination management. It has been suggested by the World Travel and Tourism Council (2013) that big data represents a significant shift in perception and behaviour in relation to adventure planning and travel risk. Both the potential of big data to clarify danger and risk and the wide range of tourist generated content including reviews and recommendations means that discoveries are more managed and spontaneity and chance highly marginalised so that surprises are increasingly more safe and pre-vetted. This has significant ramifications for destinations such as Libya in which big data may potentially reveal less-than-optimal safety and risk forecasts.

2.13 Integrated Mobile Communications

Mobile communications are increasingly globally and gaining prominence within tourist behaviour. Almost 40% of Internet page-views worldwide are from mobile devices including smartphones or tablets, to the detriment of desktop connections. In some countries, mobile Internet use exceeds that of computer Internet use. Internet penetration rate is high across the 22 Arabic countries including Libya with 110% penetration (Salem and Mourtada 2015). Currently, Internet users have multiple devices (computer, smartphone and tablet) which they use throughout the day, at times simultaneously (Leimbert, 2015).

The importance of mobile applications in tourism stems from smartphones' ability to connect tourists to information (Strak et al., 2008) throughout their travels be it within the destination or during transfers. Tourists themselves have high expectations on the availability of relevant information, which can be accessed from anywhere and anytime (Hopken, 2010).

For advertisers and brands, mobile travellers are a markedly desirable audience. As shown by recent research on their demographics and habits, consumers who access travel related services through their mobile devices have higher incomes than average, and 32% of business travellers have, so far, booked their travel through mobile devices. Accessing online travel through mobile is therefore increasing, as smartphone adoption rises and online travel businesses have reported a considerable number of bookings being made through mobile devices particularly for last minute bookings of hotels (Business Insider, 2015).

2.13.1 Integrated Mobile Communications and Tourism

As mobile phones are becoming a primary means of accessing information, and tourism is a primary sector for mobile applications, the importance of understanding mobile channels' capabilities increases (Ricci, 2011). Integrated mobile communications allow users to seamlessly access information and data anytime from anywhere using a variety of mobile devices and platforms (Seo, 2013). One of the most advanced expressions of integrated mobile communications is the evolution towards smart cities in which integrated wireless communications infrastructures enable integrated and active networks capable of linking citizens, businesses, and governments. Standardised infrastructures and technologies provide location-based services and integrated wireless offerings (Correia and Wunstal, 2011). Conceptually, a Smart city is an environment in which technology has been embedded throughout the city. The aim is to improve the citizens' quality of life and the efficiency of city services through a synergy of technology and social components (Vicini et al., 2012).

The literature also emphasises a number of key benefits of integrated mobile communications for tourism organisations. These are acknowledged to enable tourism destinations to more efficiently allocate tourism resources as a result of the ability to offer better platforms for the gathering and distribution of information and support the integration of macro and micro level tourism providers (Buhalis and Amaranggana, 2013). Integrated mobile

communications further have a number of benefits for destination competitiveness. In terms of destination management, integrated mobile communications and smart tourism allow managers and tourism providers to connect with and dynamically engage tourists and stakeholders (Vicini et al., 2012). Moreover, destination competitiveness can be raised by addressing the tourist's needs before, during and after their travels through the application of smartness concepts (Buhalis and Amaranggana, 2013).

2.13.2 Critical Infrastructure for Integrated Mobile Communications

The integration of mobile communications in the tourism context relies on a number of fundamental dimensions. Komninos et al. (2013) argue that three main pillars are required for integrated mobile communications within smart tourism destinations: information, infrastructure and human capital. Bakici et al. (2013) further underline the importance of human capital citing its centrality in achieving smart and integrated tourism destinations through active participation in its daily activities.

Integrating mobile communications in tourist destinations is proposed by (Buhalis and Amaranggana, 2013) to involve the creation of a technological platform to dynamically interconnect stakeholders through the instantaneous exchange of information on activities related to tourism. Such integrated platforms require having touch points, accessible through diverse end-user devices, to facilitate real-time tourist experiences, while improving effective management at both the macro and micro levels of the destination's tourism resources. Zhang et al. (2012) assert that to create Smart Tourism Destinations, three forms of ICT are essential: End-User Internet Service Systems, Cloud Computing and Internet of Things. Smart Tourism Destination projects greatly benefit from the information sharing stimulus of Cloud Computing.

However, a key issue for the use of integrated mobile communications in tourism is the potential for inequity. Those with lower incomes, the elderly and the technologically illiterate are potentially excluded, as adapting to these fast-

changing technological developments is considered the responsibility of the visitors and citizens. Consequently Komninos et al. (2013) highlight that tourism destinations need to expand their perspective to consider educating their visitors through various learning methods, rather than only focusing on the use and exploitation of these new technologies.

2.13.3 Applications within Tourism

Integrated mobile communication technologies and applications can be deployed in a broad range of ways to enhance pre-, during and post-services and destinations for tourists. One of the leading approaches to utilising mobile technologies for this purpose is the development of context-aware and pervasive computing applications which aim to build on smart environments to support tourism interactions (Borrego-Jaraba, 2011). Information about Libya's historic UNESCO destinations including ancient Roman and Greek cities (Leptis Magna and Cyrene) and the traditional town settlements in the desert can be presented via innovation and feature-rich ways of integrated communications. Location information, maps, 3D impressions, recommendations, stories and facts can bring alive these sites to potential tourists. Integrated communications provide the power for Libya to reach into family homes and schools of their target market so that children and families can learn and develop awareness of such sites. Integrated communications provide myriad possibilities to create ecosystems that connect pre- to post-tourism destination services limited only by the imagination of Libyan citizens.

Context-awareness implies that time-aware, location-aware and device-aware personalised services are available to tourists achieved through the customised adaptation of a mobile application to its current context (Kappel et al., 2003). Through context-aware approaches contemporary tourists are able to receive ubiquitous access to tourism information through any media from anywhere at any time (Schwinger et al., 2008). A principal use of context-aware applications within tourism is the deployment of mobile tourism guides evidenced in a significant number of city-based tourism destinations globally (Schwinger et al., 2008). Up-to-the-minute, targeted information, based on the

mobile user's history and preferences, can be provided by advanced systems of tourist information (Hinze and Voizard, 2003). Such advancements mean that Muslim tourists can receive context-based and profile-based information. Muslim tourists interested in cultural heritage and Muslim heritage can receive information about nearest sites and activities of interest. More adventurous tourists likewise receive information about desert or beach activities as they arrive into Libya that can later become more location specific. The integration with e-marketing systems to ensure sufficient profiling of individuals can be captured would mean that highly personalised information can be generated.

There is evidence that such applications have high value. Hopken et al. (2010) show that three key dimensions for advanced guides focus on user interface adaptation, content adaptation and interaction modality. By this both push and pull technologies are utilised according to the current user context. A rule-based push service proactively sends information to users through SMS or email. Evidence from the study evaluating city guides in Innsbruck according to this framework shows high user rates and satisfaction.

Augmented Reality (AR) is another application which can be employed within integrated mobile communications allowing physical objects to be overlaid by virtual imagery in real-time (Azuma, 2001). Augmented reality can thus provide the tourist with an enriched experience, through additional, precise and tailored area information (Inaza et al., 2012). Augmented reality in tourism can be expressed in three main ways. Firstly, through narratisation, in which the surroundings become a background scenery for the narration and enactment of past true stories (Wang, 2011), such as is the case with the Jack the Ripper Tours in London's East End. Narratisation can involve downloading guided audio walks enhancing the walk experience by applying facts and stories to places encountered (Sandvik, 2008). For Muslims, this context can be narrated in Arabic or in the different Arabic dialects for stories from Libya's culture, for instance around ancient Berber Libyan Amazons, Greek, Roman or the Libyan Goddess Tannit.

AR can also be used for the fictionalisation of a place, or to construct mixed-

reality spaces, whereby the place becomes the setting for a game or a story. Based on mobile technology and GPS online data, the Mobile Tourist Information project, in Århus, Denmark, mixes images, sounds and routes to give the visitor a virtual city tour. Through their mobile phones, visitors are given information, such as past images of the same location and narration of historical events, as they are visiting (Sandvik, 2008). Libya's history can be virtualised and gamified to generate highly engaging and interactive insights into Libya pre and during tourism. Gamification discussed in the next section is a development that is particularly applicable to Libya that can provide access to Libyan destinations and attractions that may be not secure during its transitional period and improve destination image.

2.14 Virtual Tourism

There is significant potential for Libyan tourism to embed virtual tourism in engaging remotely with potential tourists to access Libya destinations in a safe and secure manner. The concept of reality, within social and anthropological sciences, is generally thought of as a cultural and social construct, although realism stresses the objectivity of social phenomena (Berger and Luckmann, 2011). The experiences of tourists within virtual destinations have received little academic attention, as opposed to the application and effects of virtual reality in the tourism sector (Arnold, 2005; Guttentag, 2010).

Virtual reality can provide opportunities for tourism. Avatars allow users of virtual worlds to engage in a variety of activities, mirroring activities possible in the physical world from visiting places to attending social gatherings, through shopping and doing sports. How and whether users transfer social behaviours and norms from the physical to the virtual world has been the subject of some research (Yee, 2006; Yee and Bailenson, 2007). Within virtual 3-D environments, users create digital self-representations known as 'avatars', from the Sanskrit term for 'incarnation' (Bell, 2008).

SecondLife (SL), one of the biggest web-based virtual worlds, gives users the opportunity to engage in a myriad of activities, including visiting fictitious or real world-based destinations conceived, created and promoted by companies

or individuals. Virtual tourism within SL is limitless both in terms of the creation and the visiting of destinations, which can be utterly imaginary or replicas of the physical world (Tavakoli and Mura, 2015). In addition, it is noted that the appeal and pricing of a tourist destination are crucial factors in its promotion (Hummelbrunner and Miglbauer, 1994), which can be significantly influenced by the use of ICTs (Styliaras et al., 2010).

One application of virtual tourism are the virtual tours that have become a common marketing tool for tourist destinations and experiences, particularly employed by government tourism websites. They vary in type from 2-dimensional, photo-based descriptive depictions of sites, to video-based presentations (Tavakoli and Mura, 2015).

In addition to these types of virtual tours, a newer variety uses virtual reality technology and 3-dimensional simulations of real or fictional locations. Virtual 3-D environments, accessible through the Internet, have become a significant instrument for a variety of tourism-related enterprises. Museums, for instance, widely employ the technology to portray and illustrate physical and historical locations (Arnold, 2005). In similar ways, amusement parks have also been offering virtual experiences (Hobson & Williams, 1995), and tour operators and travel agents have been making use of virtual tours on their websites as a marketing tool which has powerfully influenced their customers' inclinations and aspirations (Urry, 2002).

A feature of interactive 3-D virtual environments is the limitless creativity it offers players, who are allowed to set the game's rules and their roles within it (Tavakoli and Mura, 2015). The appeal of virtual worlds is increasing for young travellers due to their affordability in comparison to physical tourism (Prentice and Sarner, 2008), and owing to their collaborative and immersive environments they provide opportunities for users to engage in novel experiences and meet other people (Tavakoli and Mura, 2015). On the other hand, the accessibility of physical tourist destinations can be limited for many travellers due to a variety of reasons, ranging from the unavailability of disabled access in many sites (Hobson and Williams, 1995) to political and

visa barriers, and this is a significant factor for the competitiveness of sites and destinations (Mazanec et al., 2007). This provides Libya with flexibility and responsive mechanisms to provide engaging experiences during crisis situations. In its initial development, state virtual tourism can provide an important first step to generate awareness and interest while the country attempts to stabilise and develop its physical and human resource capacity.

There is evidence of strong interest in virtual tourism by tourists. This sector has been expanding at the same time as physical tourism has increased its range, becoming a common practice in today's society. Notwithstanding this increase, the experiences of virtual tourists have not been widely investigated (Tavakoli and Mura, 2015).

A study by Tavakoli and Mura (2015) explored and contributed insights into the behaviour of Iranian women within virtual tourist destinations. Insights reveal that within virtual tourist destinations the tourists, in their gendered performances, refuse the stereotypical gender-based 'subordinated' images of women deriving from Iranian society, while accepting other, mostly Western media-based, representations which are also 'subordinated' stereotypes (Tavakoli and Mura, 2015). This reveals a nuance in Muslim consumer decision-making in the context of virtual reality and demonstrates the potential of VR for Libya in simulating and developing a nuanced understanding of the behaviour of Muslims tourists. Different interpretations of religion are a possible factor in the limits encountered by Middle Eastern women to engaging in tourism and leisure activities (Okhovat, 2010). Some women believe their rights are safeguarded by a correct textual interpretation of religious texts (Allcock, 1988), and, in this context, do not consider veiling as symbolic of oppression. Although Iranian women's attitudes on religion, politics and ideology are varied and diverse, there are serious limitations and barriers to their engaging in tourism activities (Okhovat, 2010). Within Iran, they need their husband's or guardian's permission to travel, cannot share a room with a 'non-mahram', i.e. someone external to their family, and, in addition to wearing the hijab even on the beach, they must avoid behaviours the Islamic police would consider hedonistic (Ghadami, 2012).

These findings are significant to the Libyan context because they demonstrate how virtual reality can address the specific needs of a Muslim tourist segment and how virtual tourism is received. Moreover, they point to the potential of virtual reality to counter barriers and limitations in accessing tourism; an issue that resonates with the Libya context.

2.15 Gamification in Tourism

Gamification is emerging as a viable technology for application in different industries other than gaming, and is an increasingly popular concept among marketers (Kirsch, 2014). This extends the specialised and traditional concept of gaming which involves the playing of interactive computer games by children and young males. An emerging trend is the application of technology in non-game contexts such as tourism development and marketing (Xu et al., 2014). It is interesting to establish where this concept is now being applied as well as considered within the tourism industry. It may be that it is considered as a fad or a revolutionary concept in market or maybe just a reworking of old established ways of marketing. It does, however, have roots within marketing.

2.15.1 Definition of Gamification

Gamification can be defined simply as the use of elements relating to game design and game thinking in a non-game environment (Deterding et al., 2011), in this case tourism. However, while the main function of games is entertainment, gamification attempts to attract people into changing behaviours, cultivating new skills or involving themselves in innovative activities (Post, 2014), which is the aim of all marketers in the tourism industry. Al-Zaidi (2012) defines gamification as the process of influencing people who are generally uninvolved in the gaming environment by means of game design instruments. A more-encompassing definition asserts the inclusion of game mechanics and aesthetics, game-specific modes of thinking which involve people and motivate their actions, and the stimulation of learning and problem-solving (Kapp, cited by Kirsh, 2014). Modern game mechanics incorporate a range of evolving features highlighted by Bailey and McManaman (2013) to increase consumer enjoyment such as points and

levels, appointments where logging in at certain times earns rewards, progress indicators, countdowns for task completion, top achiever boards and points for social behaviours. However, Choo (2014) highlights that gamification is human-focused design as opposed to functionally-focused design which relies upon feelings, motivations and involvement.

2.15.2 Gamification and Motivation

Motivation is pivotal to the gamification concept as systems are implemented in order to encourage changes towards desired behaviours (Xu et al., 2014). Al-Zaidi (2012) asserts that gamification motivates people to perform activities and reach objectives that otherwise would not have been pursued. Within gamification two distinct facets of motivation are utilised with extrinsic motivation aroused through the use of game mechanics (such as rewards or points) while intrinsic motivation is encouraged through game thinking and motivational design (Xu et al, 2014). Killian (2013) maintains that gamification aims at building and retaining customers' loyalty, achieving development and productivity, and brand building; all important facets of the marketing process. In tourism the stimulation of both types of motivation through gamification is argued to positively influence customer engagement, loyalty, brand awareness and customer tourist experience (Xu et al, 2014). Furthermore, the application of gaming principles and rules to real life can influence behaviour and enhance motivation and involvement (Marczewski, 2013).

2.15.3 Gamification in Marketing

Think Digital Travel (2013) underlines that gamification is able to rally consumers and enhance their loyalty towards specific goods and services, while instilling a pronounced social component in marketing campaigns. Therefore regular contests and programmes can prove to be instrumental in strengthening the image of a brand as being customer-friendly, socially-oriented and digitally-involved. Insley and Nunan (2014) note marketers' enthusiastic approach of gamification, generated by people's sustained interest in games. In addition to the winning of points and instant feedback, other motivational elements include a sense of involvement and facing and

overcoming challenges, as well as the feeling of being accomplished and successful. As games involve pleasure and increasingly pleasure is perceived as a new marketing tool (Zicherman and Linder, 2010) a growing number of different entities (such as educational institutions, military units, health-care establishments and various companies) use digital games in training activities, reaching out to online customers and outsourcing operations (Dickey, 2005). Therefore across a range of industries gamification is emerging as a widely-utilised marketing tool and the use of gamification is perceived as a radical change in business management (Ng, 2011). According to Gartner (2011), approximately 70% of companies seeking new, innovative approaches in their activities make use of gamification.

Zichermann (2010) underscores the significance of motivation in the gamification process through identification of different types of players into four distinct categories: Achievers, who are solely motivated by winning and achieving the goal; Socialisers, which form the large majority and use games to establish relationships with other people; Killers, who in addition to achieving the goal desire their superiority to be acknowledged by others; and Explorers, who repeatedly play the game in order to discover the game's secrets and gain a feeling of accomplishment when this occurs. This further emphasises the need for tourism firms to understand the motivational elements of gamification strategies from the perspective of different types of consumers.

2.15.4 Gamification in Tourism

The global pervasive adoption of digital, mobile and smart devices creates a viable platform for the exploitation of this concept across all businesses in many novel ways (Xu et al., 2014). The tourism and hospitality industry has been a forerunner in adopting gamification across all consumer segments (Buhalis and Law, 2014) and increasingly travel and hospitality companies are introducing interactive games as significant elements of online promotional tools (Firoiu and Croitoru, 2014). Gamification in tourism is noted by Xu et al. (2014) to be utilised by marketers in all three main areas of the tourism industry of airlines and transportation, retail and hospitality, and destination.

There are several examples of the application of gamification in the tourism sector. In Norway, gamification has been employed to generate experiential events online related to ski jumps. The city of Geneva adopted gamification features in its marketing strategy to promote brand development. The campaign is based around a gaming experience where participants compete for prizes by pedalling on a bicycle to pump water into Lake Geneva. One of the attractions of gamification is the potential application of gaming elements in a host of different contexts to engage and capture the attention of users. In the Norway case, the campaign went viral and received heightened social media attention (Think Digital, 2014). A tourist marketing initiative in Sweden utilised gamification to create a Stockholm Sounds campaign which combined music with gaming elements to provide an immersive tourist travel guide experience for mobile platforms (Liew, 2013).

Xu et al., (2014) report on a range of industry applications for gamification. Location-based augmented reality games are forecast to become a major tool for on-site destination tourism. This application provides participants with the opportunity to engage in virtual reality and interactive tours of their tourist destination. Features include the ability to include virtual characters. In urban locations, tourists can apply themes such as walks of areas featured in criminal investigations or literature. Interactive features provide the users the ability to generate their own custom tours which potentially can be shared with other users. Higher levels of interactivity and engagement can also be achieved as in the case of a Dutch theme park targeting children to create a highly engaging storytelling experience (Xu et al., 2014). Thus the use of game mechanics stimulates tourists' engagement and multiplies their travel experiences. Simultaneously, it greatly contributes to improving tourists' loyalty and to enhancing tourism brand awareness (Xu et al., 2014).

The plethora of gaming elements provides extensive scope to apply it a wide array of tourism travel processes including planning trips, and capturing and sharing visual content. There is the view that tourist organisations and users

have a common aim of creating and sharing high quality creative rich content (Think Digital 2014). This has been identified as a critical issue in adopting gamification. Organisations are challenged to apply gamification to address user goals. This suggests an understanding of tourist profiles and behaviour as well as community needs. Moreover in addition to social media, Xu et al., (2014) note the expansion in tourism marketing strategies to incorporate gamification. There is a recognition that social behaviour is shifting from information absorption towards more ludic tendencies. This willingness for spontaneity and direct playfulness underlines the significance of gamification in the tourism industry.

Content removed for copyright reasons

Figure 37 Gaming for Virtual Tours and Walks in New York

Source: Xu et al., (2014, p.4-6)

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Figure 38 Augmented Virtual Reality

Figure 39 Interactive Treasure Hunt

Source: Xu et al., (2014, p.4-6)

Gamification there provides a major value in the pre-tourism stage while Libya is in the transitional crisis period to remotely connect and reach out to Muslim tourists in myriad ways. It can generate awareness and interest with its target market in Libya attractions in a highly visual, engaging and interactive manner that gradually improves the country's image.

2.16 Emergence of Creative Tourism

Gamification links significantly to the interest in creative tourism and cultural consumption as an approach to project the creative and cultural value of Libya in line with needs of Muslim tourists identified in section 2.3 of this chapter. Culture and creativity are increasingly acknowledged as vital elements and resources within tourism systems. According to Richards and Wilson (2006) culture has developed as a significant mechanism for social and economic development, while its importance in the tourism sector is supported by research which shows that cultural tourism is one of the most pervasive and rapidly growing segments of global tourism (OECD, 2014). This is underlined by the increasing economic significance of creative industries globally which grew by 8.8% per annum between 2002 and 2011 (UNCTAD, 2013).

The market for cultural tourism is currently fragmented and diversified within a range of different niches and correspondingly the consumption of culture by

tourists is complex and multi-dimensional. Increasingly, it is characterised by lack of differentiation between social classes and taste distinctions producing more mixed styles of consumption (Barbieri and Mahoney, 2010), while according to McKercher et al. (2002) it is significantly diverse and requires a more segmented approach. Nevertheless studies show significant variation in how cultural tourists can be segmented in terms of their consumption of culture, focusing on an array of personal characteristics such as motivations and interests, the experiences they wish to gain or the activities engaged in. Van der Ark and Richards (2006) show that cultural tourists generally fall into one of three categories: specific cultural tourists, general cultural tourists and infrequent visitors. Richards and van den Ark (2013) approach cultural consumption in terms of two dimensions from visiting static to more dynamic attractions and from culture that is perceived as low brow to high. Moreover, the cultural consumption of younger tourists is characterised by an orientation towards more dynamic and creative forms of cultural tourism in contrast to older adults who prefer more static and highbrow forms of culture associated with higher levels of cultural capital. Notably, the study shows that the holiday context can influence cultural consumption as much as individual orientation towards culture (Richards and van den Ark, 2013). However, Stylianou-Lambert (2011) highlights the significant difficulty in viewing cultural consumption in terms of the categorisation of cultural tourist types who show substantial variation even within categories. Alternatively, it is suggested that cultural consumption can be conceived in terms of how attractions are perceived by tourists with each tourist utilising their own perceptual filters to consume culture in different ways. Consequently, it is argued that perceptions rather than individual tourists should be classified. This underscores another level of analysis and in-depth profiling of Muslim consumers to guide product development and marketing for Libya's tourism development. This emphasises further the different roles of e-marketing technologies such as big data and communications technologies that enable capture and analytics to profile creative and cultural consumption patterns and interest.

Creative tourism is an innovative approach to tourism development and marketing which promotes a dynamic shift from conventional heritage-based

cultural tourism to new models emphasising intangible content, creativity and innovation. Collaboration and cooperation with a broader set of actors is involved resulting in changing value chains from narrow to more diverse value networks (Richards and van den Ark, 2013). The tourist experience within creative tourism is a combination of varying degrees of creative content and engagement with creative lifestyles which is not limited to place but can be conducted remotely or digitally across new technologies (Richards and van den Ark, 2013).

A number of trends have influenced the synergies between creativity and tourism including an increasing role for emerging creative intermediaries, the growing significance of sharing among consumers, the rise of relational tourism and the creation of new tourist spaces. Pivotal to global knowledge flows are specific individuals or organisations which act as intermediaries between differing groups or networks of consumers and producers and are important channels for new ideas and innovation (Castells, 2009). One example is the growth of the importance of travel blogs which are now frequently employed by travel companies and destinations to position and promote products and can guide consumers to particular experiences and places. This point highlights the role of community participants in Libya to contribute specialized content based on their local knowledge that can position and promote destinations according to their creative and cultural orientation. Different actors can contribute a potentially wide range of creative and cultural perspectives providing the tools and support that can be made available to Libyans.

This is supported by the OECD (2014) which points to the emergence of the sharing economy as leading to a growing emphasis on co-creation and user-generated content with further advances in mobile technology having even greater implications for tourism. A significant ramification is the need for appropriate technical infrastructure and changes to business models and cultural norms which could be a significant challenge in the context of Libyan tourism.

Earlier models of creative tourism extended traditional mass forms of cultural tourism which were challenged by issues related to lack of differentiation and uniqueness (Richards and Wilson, 2006). More recently, the relationship between tourism and creative industries is viewed as highly integrated across different sectors including fashion, design, gaming and animation and characterised by engagement with consumers, producers and suppliers. Figure 13 indicates the shift in focus and difference between cultural and creative tourism. Each level represents new strategic considerations to encompass creative tourism. Creative tourism is future orientated with externalities focused on innovation underpinned by platform and content (OECD, 2014). The process, value creation and focus elements represent a shift toward participation with ideas situated downstream and driven by value networks based on co-creation. This engagement extends to higher involvement by the commercial sector in tourism development stimulated by creative and innovative investment propositions. Russo (2002) noted that the value of cultural tourism has been undermined by a cycle of overdevelopment, diminishing returns and consequent failure to invest. In spite of these distinctions between concepts, the literature is clear that creative tourism extends cultural tourism, and while it is based on the notion of contemporary creativity and 'intangible heritage' it can be inspired and founded on traditional cultural assets.

	Cultural tourism	Creative tourism
Orientation	Past	Future
Externalities	Conservation	Innovation
Structure	Products	Platforms and content
Process	Interpretation	Co-creation
Value creation	Value chains	Value networks
Value focus	Upstream	Downstream
Funding	Public	Commercial

Figure 40 From Cultural Tourism to Creative Tourism

Source: OECD (2014. p.53)

2.16.1 Dimensions of Creative Tourism

As an increasingly fundamental element of modern life, creativity is also growing in significance within tourism emphasised by rising integration on multiple levels (Richards and Wilson, 2006). The value of creativity for tourism is highlighted by Zukin (2010) who asserts that it can be an effective means for the development of authenticity and distinctiveness in the tourist experience. Creative tourism has significant potential to deepen and widen the tourism encounter. For example Richards and Wilson (2006) argue that the intangible uniqueness of creative tourism assets provide tourists with an inimitable and differentiated experience, while D'Auria (2009) highlights the substantial

opportunity to provide more genuine and engaging experiences. Consequently Richards and Raymond (2000) point to the need for tourist destinations to become more creative in producing characteristic experiences and to understand the aspects of creativity embedded in the location which provide tourists reasons for visiting. This creative perspective provides an opportunity for Libya to project the characteristics and features of the country's attractions to raise awareness and engage with tourists in highly visual and interactive manner. In spite of the physical limitations and civil unrest that affects part of the country, a creative focus provides an opportunity to build awareness and strengthen the country's image.

However, understanding of creativity and its varied dimensions is problematic as no single established definition exists (Klausen, 2010) potentially complicating its operationalisation within tourism development strategies. Creative tourism is principally conceived as an extension of cultural tourism with specific features, which Richards and Wilson (2006) assert, provide an alternative to more mass forms of cultural tourism. According to Alvarez (2010), creative tourism is a significant response which provides increasingly innovative and responsive tourist experiences. In contrast to traditional cultural tourism based around physical assets, it emphasises intangible, less static and more mobile cultural features such as particular cultural traditions or cultural scenes, events and atmosphere (Richards, 2011).

Rhodes (1961) identifies four main channels for creativity which provide a multi-faceted and flexible framework for addressing the promotion of creativity in a systematic way. The 4Ps of creativity are interconnected and relate firstly to the creative person, referring to the individual characteristics and personality traits which support creativity, and creative process, product and environment (Rhodes, 1961). Alternative conceptualisations propose that individual creativity involves five principal behavioural orientations of inquisitiveness, collaboration, discipline, persistence and imagination, which for example involves the use of intuition and making connections (Scott and Vincent-Lankrin, 2014). These frameworks potentially provide a significant structure for creative tourism development and underline the importance of the

development of human capital in the Libyan context, as well as an understanding in relation to the level of awareness and capacity for systematic development of creative human capital.

One distinctive dimension is the focus on developing dynamic and active features within tourist consumption which frequently involve participative experiences and interactions, and the co-creation of experiences (OECD, 2014). Social media provides a powerful and highly accessible platform that is utilised by Libyans who can be mobilised and encouraged to contribute a vast array of content on the country's tourism attractions; sharing pictures, experiences and knowledge with potential tourists and to support development agencies to shape the product.

This emphasis on consumer co-creation is influenced by key consumer trends identified by Richard and Wilson (2006): consumer dissatisfaction with traditional consumption; the strong desire for experiences and self-development, accompanied by progressively indistinct boundaries between leisure and work. The implication for cultural tourism is that consumption patterns have changed to focus on more active forms of involvement in contrast to the passive consumption of the destination's culture. According to Gospidini (2007), production and consumption of tourism are increasingly converging, while Pantzar and Shove (2005) emphasise that innovative creative production and consumption practices have become interdependent. This suggests that both producers and consumers are progressively becoming co-creators and collaborators in the creative development of tourism practices. Boswijk et al. (2007) underline this point in the assertion that first generation tourism experiences oriented towards producers have been displaced by second generation experiences emphasising co-creation, while emerging third generation experiences between networked communities of producers and consumers evidence limited differentiation between the two roles. For example, Gibson and Connell (2005) show that tourists have played a significant role in moulding music performances globally and augmenting traditional music forms with innovative creative dimensions. This is supported by the OECD (2014), which points to an enlarged value web including non-

traditional actors such as consumers and residents in a process of travel co-creation. This emphasises the potential role of a broad citizen engagement strategy in Libya from all areas to become involved in the country's development.

A further dimension of creative tourism relates to increased tourist interaction with the everyday life of the destination, which strongly contrasts with traditional tourism modes emphasising removal from daily existence. Stylianou-Lambert (2011) asserts that creative tourism has become highly entwined with the more mundane aspects of destinations and cultural tourists are utilising creative skills to generate new relationships with them. Frequently, in the pursuit of creative elements, tourists are seeking out what Edensor (2000, p 333) describes as "heterogeneous spaces" which diverge with the highly defined and controlled spaces of traditional tourism. Within these spaces, tourists may perform and interact with creativity sharing the space with the routine activities of residents and workers. Russo and Arias Sans (2009) for example point to the rising popularity of student areas of Venice as a source of creative tourism in which tourists are more sustainably and reflexively engaged in the location. This concept highlights the significance of Libya's young people and the role of creative hubs and digital spaces that can enable dynamic and organic interactions among young to foster creativity and generate new insights.

2.16.2 Strategies for Creative Tourism

While the intangibility of creativity nevertheless creates significant challenges to developing a tourism policy, the advancement of new technologies and creative industries creates many opportunities to develop new tourism products and experiences (OECD, 2014).

Increasing competition, a need to differentiate and consumer trends are driving the creation of cultural experiences as central components of development strategies for cities and regions globally (Richards, 2001). A significant resource for the generation of experiences is a destination's cultural capital, which according to Macbeth et al. (2004) can involve the cultural diversity and

interactions accessible to communities including tangible artefacts, symbols, ideas and ideology and the resources which can be utilised including cultural activities and objects. Nevertheless, a significant challenge is how to develop, retain, and utilise distinctiveness within cultural capital, which Richards and Wilson (2006) claim is frequently a managed process to produce unique tourist experiences. This underlines the essential importance of understanding how creativity can be operationalised within cultural tourism development strategies.

One model proposed by Richards and Wilson (2006) identifies three main modes in which creativity can be manifested. The approaches display varying degrees of passivity and engagement of tourists with the most participatory mode reflecting the most idealised conception of creative tourism. Firstly, “creative spectacles” (Richards and Wilson 2006, pg.10) are highlighted in which individuals or groups conduct creative activities with tourists as passive observers, characterising most cultural tourism. A further approach involves the development of “creative spaces” peopled with creative or artistic individuals or groups to form a creative enclave which is frequently attractive to a wide range of tourists. Both these modes imply that creativity is essentially, as Richards (2011) defines it, a background feature to tourist experiences. Finally, the most engaging approach involves tourist participation in creative activities, developing skills or undertaking creative challenges, implying a consumption of creative experiences. Richards and Wilson (2006) emphasise that this approach can encompass a confluence of both creative spectacles and spaces and has the potential to maximise inimitable experiences at an individual level. For example, Paris is a notable centre of creative tourism positioned so that tourists can enjoy multiple different courses or creative workshops and creating and employing synergies between tourism and the creative sectors. This includes the Cookening initiative in which individual diners are brought together with city hosts to share a meal.

Operationalisation of creative tourism additionally requires consideration of the carriers of creativity, which Richards and Wilson (2006) conceptualise in terms of four main components corresponding to the 4Ps of creativity (Rhodes,

1961). The creative person, process, product and environment can be strongly identified within current tourism development strategies, with for example creative environments discerned in the utilisation of creative spaces, while the creative process is applied through tourist engagement in creative activities (Richards and Wilson, 2006).

Nevertheless, limited empirical research has until now been conducted on the impacts of creative tourism generating criticism of creativity-oriented development strategies (Pratt, 2008). Richards (2011) argues that this form is unlikely to progress beyond niche tourism in the medium term and Miles (2010) asserts that creative tourism remains aspirational rather than manifested. One significant challenge is the difficulty of managing a form of tourism which depends for its success on spontaneity, defying planning and top-down management (Suutari et al., 2010). However, despite the argument for a more laissez-faire approach, which allows creativity to emerge from the bottom-up without stimulation (Scott, 2006), Miles (2010) highlights the need for intervention and the active engagement of tourists.

2.17 Conceptual Framework

These three conceptual models summarise the relationship between development theory and destination management. The first model then indicates how the literature points to the key areas for the destination, post-crisis tourism, image and marketing.

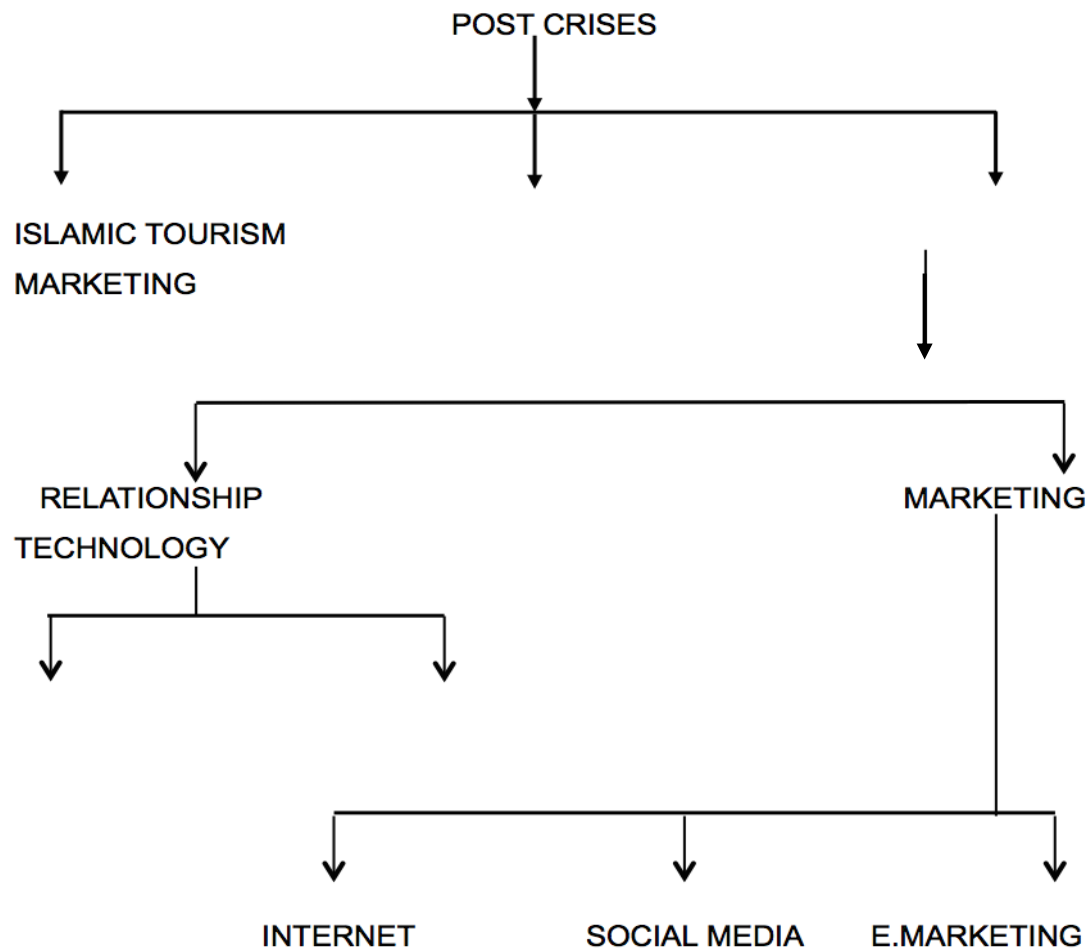


Figure 41 Conceptual Framework

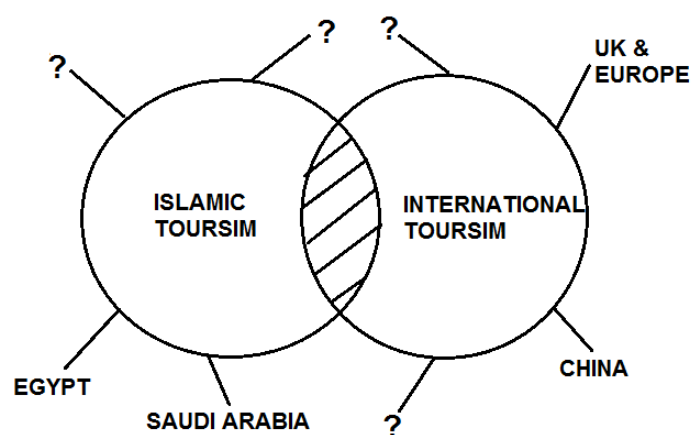


Figure 42 Tourism Focus

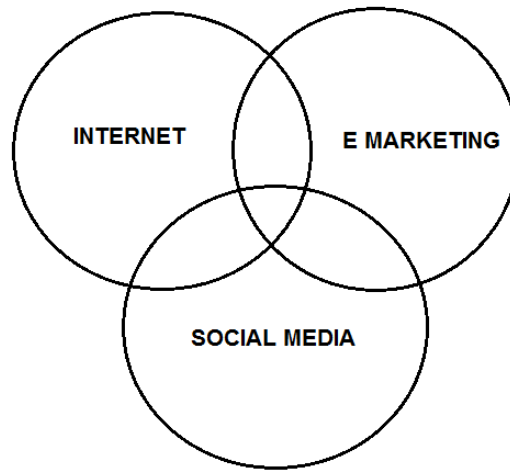


Figure 43 Technology Focus

The emphasis then focuses on marketing which is split between relationship marketing and technology. These are further divided between the two targets of Libyan and Islamic tourists and international tourists in relation to relationship marketing and Internet, social media and e-marketing for technology.

The study aims to explore both sides of the consumer buying behaviour model using these concepts. The research will, therefore, focus on the industry in the current context and the projections for the future in addition to the potential tourist or consumer base.

CHAPTER 3 Research Methodology

3.1 Introduction

This chapter describes the overall design guiding the research process to investigate the application of e-marketing tools in post crisis tourism development in Libya. The study is rooted in an Islamic Libyan context and perspective and as such has an inherent bias that influences and creates challenges and issues for all stages of the research process. At the time of writing, Libya is characterised by significant instability with all aspects of society in a state of flux. The cultural context in Libya and changing political, social and cultural dynamics creates challenges for stages of the research process and strongly influences a cultural perspective on the overall research approach.

The aim of this chapter is to describe the research methodology and to explain and justify the approach methods and procedures applied through all stages of the research. This commences with a discussion of the underpinning research philosophy and research strategy. The following sections are dedicated to addressing the research methods, data collection procedures, sampling, data collection, ethics and concluding with a discussion of the limitations.

3.2 Research Philosophy

All research is underpinned by a research philosophy containing important assumptions in relation to the way the world is viewed and guiding the research design (Saunders et al., 2009). Ontology and epistemology are two key philosophical schools of thought referring respectively to the nature of reality and the validity of knowledge. Ontological perspectives frequently diverge between a view of reality as objective and external to human consciousness, or as subjective and socially defined. A similar debate is reflected in epistemological beliefs positing knowledge as either objective and observable or open to subjective meaning (Easterby-Smith et al., 2012).

The adoption of philosophical assumptions has guided the selection of a specific research approach (Saunders et al., 2009) with consideration of two principal theories of interpretivism and positivism. This study aims to explore the diverse strategies which can potentially support the development of Libyan tourism.

Positivism is a philosophical perspective proposing an objective, stable reality separate from human consciousness and able to be described by causal laws (Saunders et al., 2009). The approach offers the opportunity to observe and measure variables identified as attributes of a specific phenomenon able to change (Easterby-Smith et al., 2012). One strength of this approach is the ability to identify causal laws and theories and to explain relationships between variables and make predictions (Saunders et al., 2009).

However, the current changing national context and the pervasive socio-cultural issues render a scientific and objective investigation highly challenging. Throughout the process of this research, the environment in Libya has changed on an almost daily basis meaning that variables significant for the development of post-crisis tourism in Libya are difficult to determine on a fixed basis. Moreover, this study aims to generate greater in-depth understanding of the multiple complex and multi-layered factors surrounding the potential future development of tourism in post-crisis Libya. Positivism is principally associated with quantitative data able to be statistically analysed (Easterby-Smith et al., 2012), nevertheless, it is proposed that in this case richer and more in-depth data is required to provide a broader and deeper perspective.

While positivist research leads to a greater potential for generalisability given the larger sample sizes (Saunders et al., 2009), this research has a specific focus on generating insight into the factors and issues in the individual Libyan context. Moreover, inclusion of greater sample sizes is a significant challenge in the present complex situation in which access and availability to relevant participants is uncertain.

Consequently, this study places significant emphasis on an approach that recognises the role of different actors' interpretations on the research issues under study and provides the basis to gather in-depth information from a variety of perspectives. This aligns with interpretivism that posits that in contrast to objective phenomena studied in the natural sciences the social world is constructed through personal perception and reproduced through human interaction and social activities leading to a multiplicity of subjective perspectives (Saunders et al., 2009). Interpretivism therefore emphasises the view that key to understanding is the meaning and interpretation imputed by actors within the study phenomena and the contextual factors impacting perceptions (Easterby-Smith et al., 2012).

Additionally, this study is strongly rooted in a particular cultural perspective incorporating distinct cultural assumptions different to that reflected in Western perspectives. Crotty (1998) has suggested that in some cases the underlying ontology and epistemology for research can adopt a cultural perspective and be culturally defined implying a subjectivist view which accepts that there is an ongoing construction of cultural consensus in relation to knowledge. Consequently, these assumptions influence the research approach for the investigation of Libyan tourism development. There is acknowledgement that a subjective and socially constructed view of reality is considered most applicable to the investigation of tourism development as it draws multiple perspectives from different areas of Libya's society generating myriad meanings rooted in a particular cultural perspective. The complex and unstable situation in Libya reinforces the subjectivity inherent in the context and motivates the adoption of an interpretivist view. Even this position is challenging, as the interpretation that is captured is in itself subjective according to unique cultural influences imposed on that actor. Perceptions and views are in significant flux subject to political, social and economic developments that continually influence and shape perspectives on a daily basis. As an example, Perroux (2015) points to the growing shift toward small-group civil organisations within Libya independently stabilising society at the community level amid the breakdown of state institutions. A further example is evidenced in the rapidly changing role of women in public political life post-

revolution in which women were taking on parliamentary roles (Raghei, 2012). Moreover, the tensions and uncertainties that characterise the situation potentially influence the views, attitudes, and perspectives of participants. These will evolve and change as the political situation in Libya changes and perhaps stabilises.

This aligns with the nature of this research which aims to investigate post-crisis tourism development strategies by interacting with people and experts involved in the phenomenon to interpret the issues from their perspective. This approach is validated by the emphasis the literature places on the contribution of a wide range of stakeholders with diverse roles and views to the effective development of tourism development in a post-crisis context. In particular, the choice of interpretivism allows for flexibility in exploring complex social phenomena such as tourism, destination management and e-marketing processes and strategies to be examined on multiple levels such as personal, contextual and socio-cultural. According to Blumberg et al. (2008), this influences the forming of a representation of the totality of the phenomena. This is supported by the ability to gather rich and in-depth data which can provide a thick description of the subject (Saunders et al., 2009). An interpretivist approach can therefore provide a rounded and holistic view of tourism development in the specific context of Libya. Ritchie and Lewis (2003) note that in order to understand human behaviour and subjective perceptions the interpretive researcher is highly embedded in the phenomenon being studied. This benefits the exploratory nature of this research in which the principal focus is on accessing and interpreting the subjective experience and perspectives of those involved in Libyan tourism development to support understanding and meaning of tourism events and phenomena.

3.3 Research Methodology and Strategy

The ontological position of this research is based upon a Libyan cultural, Muslim informed strategy. The Axiological bias is therefore from a Libyan perspective exploring a very Libyan phenomena and set of experiences. Lincoln and Guba (2000) explain that there are multiple definitions of

acceptable knowledge in any field of study, but it was felt that that that access to knowledge should be from the above perspective to help constitute what they say is 'acceptable knowledge'. The ever changing realities during the period of the research has meant that during the process the changing positions had to be viewed from a very strong and defined ontological position.

This view of reality of post crisis tourism does, therefore, require an epistemological stance that is objectivist and interpretivist. The research confirms that there is not one objective reality, but there are multiple, complex and specifically constructed realities and these require being interpreted. This then leads to the research being inductive as theory emerges from the data gathering and analysis process, so the theory follows data rather than vice versa. As this research takes place within Libya it is within the context of the place. Qualitative methods are therefore the basis for the research strategy.

An exploratory, qualitative, cross-sectional research strategy is adopted to investigate the research phenomena under study. This is notably challenging given the complex and continually fluid situation within Libya. Cross-sectional research is noted for its limitation in providing snapshot of the situation in Libya. However, this issue is more acute given the cultural transformation the country has undergone. The situation in Libya at the time of writing has transformed significantly from the initial research stage. The cultural perspective this study adopts is influenced by paradigmatic shifts in all areas of society, dynamically affecting attitudes, values, and assumptions, the priorities surrounding the research focus.

An inductive mixed-method approach underpins the research design to generate a degree of understanding of the needs, issues and factors that will guide the development of an e-marketing tourism strategy in a post-crisis context. This strategy aligns with the research goal of establishing direction and guidance in knowledge, in relation to critical factors, systems and processes in the application of e-marketing in the post-crisis context. Further, the exploratory approach provides the opportunity to connect with the social

reality of key actors to draw on different perspectives and deeper explanations to answer the research questions (Easterby-Smith et al., 2012).

3.4 Research Methods

Qualitative data was collected from different samples of participants in order to gain insights into post-crisis tourism development and marketing strategies in the context of Libya and the relationship with technology. Three methods were adopted for this thesis: interview, survey and document analysis.

3.4.1 Interview Method

This study adopted an in-depth qualitative interview method to collect the primary data on post-crisis tourism development in Libya. In-depth interviews provide a direct method to pose questions to participants in person, aiming to explore attitudes and perspectives in relation to a specific topic (Malhotra and Birks, 2000). This direct approach provides opportunity to clarify questions to ensure understanding, pose follow-up questions and elicit further details or examples surrounding the research theme. As a result, it permits in-depth exploration of themes and issues not previously considered by the researcher (Moriarty, 2011).

This dimension aligns with the research philosophy and goal of the study and reflects the primary rationale for the use of this method. It is exploratory in nature, for which Robson (2002) argues the method can be beneficial to “*find out what is happening [and] to seek new insights*” (Robson 2002, p. 59). This is as a result of the capacity to collect extensive and detailed data allowing in-depth investigation (Moriarty, 2011). This provides value for investigating the complex, multi-layered and interdependent dimensions involved in post-crisis tourism development encompassing multiple stakeholders at different levels and with differing perspectives. The interpersonal and interactive nature of interviews therefore facilitates greater openness and disclosure among participants (Saunders et al., 2009). Yin (2003) notes that interviews with key informants not only reflect their individual experiences and perspectives, but

can also provide shortcuts to the historical development of processes providing contextual understanding of the current state.

Nevertheless, the complex Libyan context presents a significant limitation to the collection of holistic and in-depth data possible through this method. In particular, obtaining a political perspective, something this research originally set out to do, is challenging as access to political actors is problematic and the disclosure of political views can be perceived as potentially prejudicial by participants who may have concerns about the possible audience for this research. In the time period within which this study was conducted there was limited political certainty and no single government authority around which discussions can focus. Notably, at the time of writing, two governments have emerged presently subject to attempts by the UN to unify them (Randall, 2015). The assumption of this study is that in the future Libya will overcome its challenges and arrive at a post-crisis state in which it can employ appropriate strategies to develop its tourism sector. To mitigate participant concerns and provide the conditions for open disclosure and detailed data collection to support understanding of how this can be achieved robust measures to preserve confidentiality and anonymity were communicated to participants.

3.4.2 Instrument Design

For this study, key actors with experience and expertise in various areas of the tourism industry in Libya were interviewed. They consisted of those currently or previously involved in four core areas of education, government decision-making, tourism marketing and the delivery of tourism services and facilities. In addition to a set of questions designed on a general basis for all of these participants, different sub-sets of questions were developed for each expert group to gain insight into the different areas underpinning the successful development of post-crisis tourism in Libya. A sample group of Muslim tourists were also interviewed using a separate research instrument designed to elicit data on the factors involved in destination selection.

The literature on tourism development and marketing presents a range of key insights into the critical issues and debates involved in development

responses and the strategies that can be adopted. The interview instruments thus draw on the themes and sub-themes identified to investigate perspectives and insight into these issues in the Libyan context.

3.4.2.1 Citizen Interviews

A set of questions was delivered to Libyan citizens to capture their needs, interest and aspirations, and presented 14 question items related principally to community involvement in developing tourism. A core issue identified in the literature is the participation of citizens and communities in tourism development in line with their needs and aspirations (Dwyer et al., 2009; Shunnaq et al., 2008; Azevedo and Chicico, 2013; Aref, 2011). Dwyer et al. (2009) assert that tourism development requires broad participation at all levels and a bottom up approach. Shunnaq et al. (2008) point to the importance of local involvement for implementing a sustainable approach which conserves physical and cultural heritage. Azevedo and Chicico (2013) further suggest that local participation and cooperation can lead to the formulation of joint solutions for development challenges. They show that participation in local forums and associations are significant mechanisms for encouraging citizen involvement.

3.4.2.2 Educator Interviews

Aimed at those involved in education, a set of 5 question items examined training and education within the tourism sector in Libya. Research indicates that a key issue for the effective development and marketing of a destination is the dependency on a well-trained and skilled workforce (Jones, 2010; ITC, 2012; Aref, 2011). The ITC (2012) shows that building human resource capacity is crucial at both local and national level, while experience in Lesotho shows a key focus on training and skills as a significant mechanism for supporting tourism development on a local level (Lesotho Review, 2015). USAID (2011) points to the need to develop appropriate curricula and training standards within training bodies.

3.4.2.3 Government Interviews

Designed for those with experience of government decision-making, a set of 9 question items investigated the role of government and local authorities in planning and funding and links with tourism operators. A significant issue identified in the literature relates to the importance and influence of central and local government planning and decision-making (Dwyer et al., 2009; Shunnaq et al., 2008). The existence of effective national tourism plans and development goals have been highlighted by UNCTAD (2013) as critically necessary for the progression and development of tourism markets. Studies have also pointed to the importance of technology use in national and local strategies to achieve aims (Kermond, 2013; Craig, 2011). Central and local funding has been found to be potentially significant for the success of market development and tourism projects (Nel and Rogerson, 2005). However, research also highlights the importance of enabling international investment for the development of tourism (World Bank, 2012; OECD, 2013), although Daher (2007) indicates the need to ensure that economic benefits do not seep out of the country to foreign owners. Studies have also emphasised the advantages of an integrated approach to tourism development involving relationship-building among national and local stakeholders (ITC, 2012; Al-Allak, 2010).

3.4.2.4 Industry Interviews

A set of 7 question items aimed at tourism providers examined post-crisis preparedness and technology use in the tourism sector. The literature points to the important role of the tourism industry in developing new markets post-crisis (Mandelarz, 2010; Wang, 2009; Cooper, 2007; Jones, 2010). In particular, the use of technologies such as the Internet and social media are a significant focus (Sigala, 2011; Binkhorst and Den Dettter, 2009; Almunawar, et al, 2013). Nevertheless, research shows that in MENA countries knowledge and use of ICT can be minimal among tourism actors (Al-Allak, 2010) pointing to a significant issue for investigation in the Libyan context.

3.4.2.5 Experts Interviews

Data was elicited from tourism marketing experts through a set of 6 question items investigating awareness and utilisation of online and e-marketing tools in Libyan tourism development. The use of online and social media technologies to engage in tourism marketing is a significant emerging theme within the tourism literature (Al-Allak, 2010; Munar, 2010; Yoo and Gretzel, 2010; Sigala, 2011; El-Gohary, 2012; Hays et al., 2012). E-marketing tools such as social media and gamification are shown to have significant application for the maximisation of tourism development among stakeholders (Xu et al., 2014; Buhalis and Law, 2014; Web, 2014). Research has pointed to the ability of new technologies to provide improved intelligence and understanding in relation to tourism trends and tourists' needs and behaviour allowing for enhanced planning of tourism product offerings (Gretzel, 2013; Feisenmeier, 2012; Heerschap et al., 2014). Studies also highlight the potential for e-marketing to influence tourist decision-making through promoting the dissemination of social intelligence (Munar, 2010; Yoo and Gretzel, 2010; Sigala, 2011; El-Gohary, 2012).

3.4.2.6 Muslim Tourist Interviews

In order to gain the perspective of Muslim tourists, a separate questionnaire containing six items was provided to a Muslim tourist sample examining views in relation to travel decisions and purposes and the factors involved in destination decision-making. Scholars have noted the expectation that Muslims may have distinct consumption patterns in line with religious principles (Alkhasawneh, 2015; Hussain, 2011). In particular, the literature highlights that Muslim tourists may have certain requirements conforming with Islamic precepts which can influence both customer decision-making and enjoyment of visit (Stephenson, 2014; Gayatri and Mort, 2011; Stephenson et al., 2010; Jurattanasan and Jaroenwisan, 2014; Omar et al., 2013; Battour et al., 2010). However, research shows that Muslim tourists are not homogenous and have differing views and needs in relation to tourism (Shaikh and Sharma, 2015; Vohra et al., 2009). Question items also focus on the sharing and

recommending practices of Muslim consumers in relation to different tourism resources. Studies have shown that a relatively high proportion of young Muslims are Internet and social media users suggesting the potential for social media based strategies to be effective for this target consumer group (El-Fatatry et al., 2011; Sarwar et al., 2013).

3.5 Sampling Strategy

Sampling strategy was considered for the three research methods adopted in this study: Libyan interviews, survey of Muslim tourists and case analysis of countries with tourism development experience. This study adopted a non-random purposive and snowball sampling strategy to collect data from a spectrum of subjects representing different stakeholders from Libyan society. For the qualitative nature and context of this study, this approach was found to be most appropriate to address the research focus.

The situation in Libya required a combined approach that incorporated a convenience approach to overcome the limitations of access. The country's context in terms of the civil unrest, displacement of population and cessation of government and business functions in many areas presented major challenges that made it wholly impractical to ensure participants from Libya across the different units of analysis could be sampled with an equal chance of selection in a representation manner. The approach involves the deliberate selection of participants rather than the use of random techniques to target participants (Saunders et al., 2009) and was considered appropriate in this case for two main reasons. During the period of this research, political instability has meant that access to a wide enough pool of appropriate participants from which random selection can be made is highly improbable. More specifically, the tensions and uncertainty in the current context mean that there is significant challenge in recruiting key available actors to take part in this research. A non-random approach thus allowed the researcher to include important, relevant and available participants within the sample that possessed experience of or aspirations for tourism in Libya. A second reason relates to the research questions of this study, which considered highly

beneficial answers that include the views and perspectives of experts and actors across different sectors involved and linked to tourism development. Therefore, a non-random approach in which different groups of stakeholders could be identified and targeted was found to be the most convenient and appropriate method for ensuring the participation of diverse actors. The sample size is less significant than the selection criteria where the emphasis is on the characteristics of the individuals within the research context and on the importance of drawing on a diverse range of perspectives to address the research questions (Willmott, 2005). The structure of the sample was developed to ensure a balanced set of perspectives from different stakeholders on tourism development.

3.5.1 Sampling for Libyan Interviews

Firstly, a purposive strategy was adopted to incorporate specific segments of Libyan society and international stakeholders and explore specific perspectives and knowledge for this thesis. Sample populations were drawn from cities in Libya so that multiple areas were represented from key cities striving to rebuild, transition and progress. Different stakeholders were selected from the cities of Tobruk, Al Beyida, Benghazi and Tripoli. A systematic approach was adopted by contacting potential subjects in existing or functioning government, industry or educational units. For different groups of stakeholders, it was possible to identify several routes of enquiry to explore.

In the initial stage, participants were identified and shortlisted with this purpose in mind in a convenient and practical manner. This was undertaken by networking online and by face-face enquiries in Libya targeting stakeholder offices or premises. Existing networks and local networks were explored including government, academic and business. This was supported by a snowballing approach where new participants were identified or referred from successive informants or interviewees. The risk of bias as a result of a narrow sample population was mitigated by ensuring several lines of enquiry for each sample group were explored either geographically or by accessing contacts

from different organisations. Appropriate contacts and networks were accessed online and in Libya for the following groups:

- Libyan Citizens
- Educationalists
- Government Officials
- Industry Representatives
- Tourism and e-marketing Experts

The intention in the selection of each group was to gather data that reflected perspectives from stakeholders with views, knowledge and experiences connected with Libya's tourism experience, capacity and future development needs. The variation in insights from citizens and stakeholder groups from government, education and industry would generate in-depth and rich tourism in Libya's and its future development. Experts and actors were identified in the fields of marketing, education, tourism provision, and government. All of these areas have been found to significantly link to and support tourism development and marketing.

This process resulted in a total of 52 participants across 5 separate groups arranged together by area of expertise, knowledge or experience. Numbers of participants in these groups were equally divided across the sample groups. Data from each of the groups was collected using separate subsets of questions.

3.5.2 Sampling for Muslim Survey

A convenience and snowball strategy was adopted for the survey of Muslim tourists. This sampling process resulted in 50 Muslim consumers being selected based on religion and previous experience of visits to several destinations. This approach was adopted over a random approach due to the complexity in effectively identifying and efficiently selecting a representative sample of Muslim tourists given the broad diversity of 150 million Muslim tourists in 2015 distributed across countries in Asia, the Middle East, and Western countries. This distribution and heterogeneity in Muslim cultures made it difficult to conduct random sampling with any degree of efficiency. This influenced a convenience sampling of Muslim combined with purposive criteria

to select subjects from Muslim countries both geographically and socially close to Libya. The rationale was underpinned by a motivation to explore the perspectives of Muslims tourist from nearby Middle Eastern countries that have a strategic tourism development value geographically, religiously and culturally and represent Muslim tourists with potential interest to visit Libya as a destination under appropriate circumstances. Data was collected from this group to gain an understanding of this market and the reasons underlying destination selection were considered important for Libyan tourism development.

3.5.3 Country Sample

The country case studies were selected purposively to achieve the inclusion of countries that share similar political, social or economic contexts with Libya: either in crisis or emerging from a crisis with an imperative to rebuild and grow economies and societies. Further, tourism had to have been acknowledged as an important area for the selected countries to generate important economic and social benefits in support of national development. The aim was to select relevant countries with tourism development experience that can provide key insights in their e-marketing implementation.

3.6 Data Collection

Prior to interview, the data collection instrument was emailed to participants for their perusal and to support the acquisition of complete, considered answers. This also included a cover letter explaining the purposes and motivation for the research and the potential benefits for the development of tourism in Libya (UoS, 2007). In addition, participants were assured of their privacy and confidentiality in providing information and sent a copy of an informed consent form to be returned by email.

Interviews were then conducted either in-person, or across the telephone in cases where face-to-face access was impossible, at a place and time of the participants' choosing in order to maximise convenience.

At the commencement of the interview, the purpose of the research and the terms of confidentiality were discussed with participants. Additionally, the format of the interview was explained and participants were provided with the opportunity to ask any questions they may have had. During the interview, the questions previously delivered to participants were discussed and their responses were noted manually. A range of follow-up questions were utilised to prompt further clarification and encourage greater detail in responses to collect more in-depth data.

3.7 Pilot Testing

The interview and survey instruments were pilot tested prior to distribution, to identify any flaws or potential issues that undermined comprehension and clarity and to avoid invalid responses. The instruments were tested with a sample of 5 subjects for the survey and 2 subjects for the interviews. The questions in both instruments were first revised in English to ensure their clarity and consistency, based on feedback about choice of wording and understanding. Then the survey and interview instruments were translated into Arabic and subjected to a further round of testing in Arabic to ensure the consistency and clarity of the questions.

3.8 Data Analysis

This section describes the structured and systematic process of analysis of the qualitative data sets transcribed from the interviews. It then proceeds with an explanation and rationale for the data analysis technique employed. This is followed with a detailed explanation of each data analysis stage.

3.8.1 Analytical Method

A thematic analysis procedure was adopted to analyse the qualitative data from the interviews on tourism development and marketing in post-crisis Libya. It has been noted that this method provides for a structured and systematic approach to data analysis, thus enhancing the reliability and validity of the results (Saunders et al., 2009).

Braun and Clarke (2006) emphasise that the method is able to provide an accessible and flexible approach for analysing qualitative data ensuring the ability to offer detailed and in-depth accounts of complicated topics. This therefore is highly appropriate for analysing the post-crisis Libyan context for tourism development and the diverse marketing dimensions involved. Thematic analysis offers the capacity to encapsulate core elements of large data-sets while creating unanticipated insights and permitting the correlation of differences and similarities in the data (Braun and Clarke, 2006). Figure 44 provides an overview of the data analysis process.

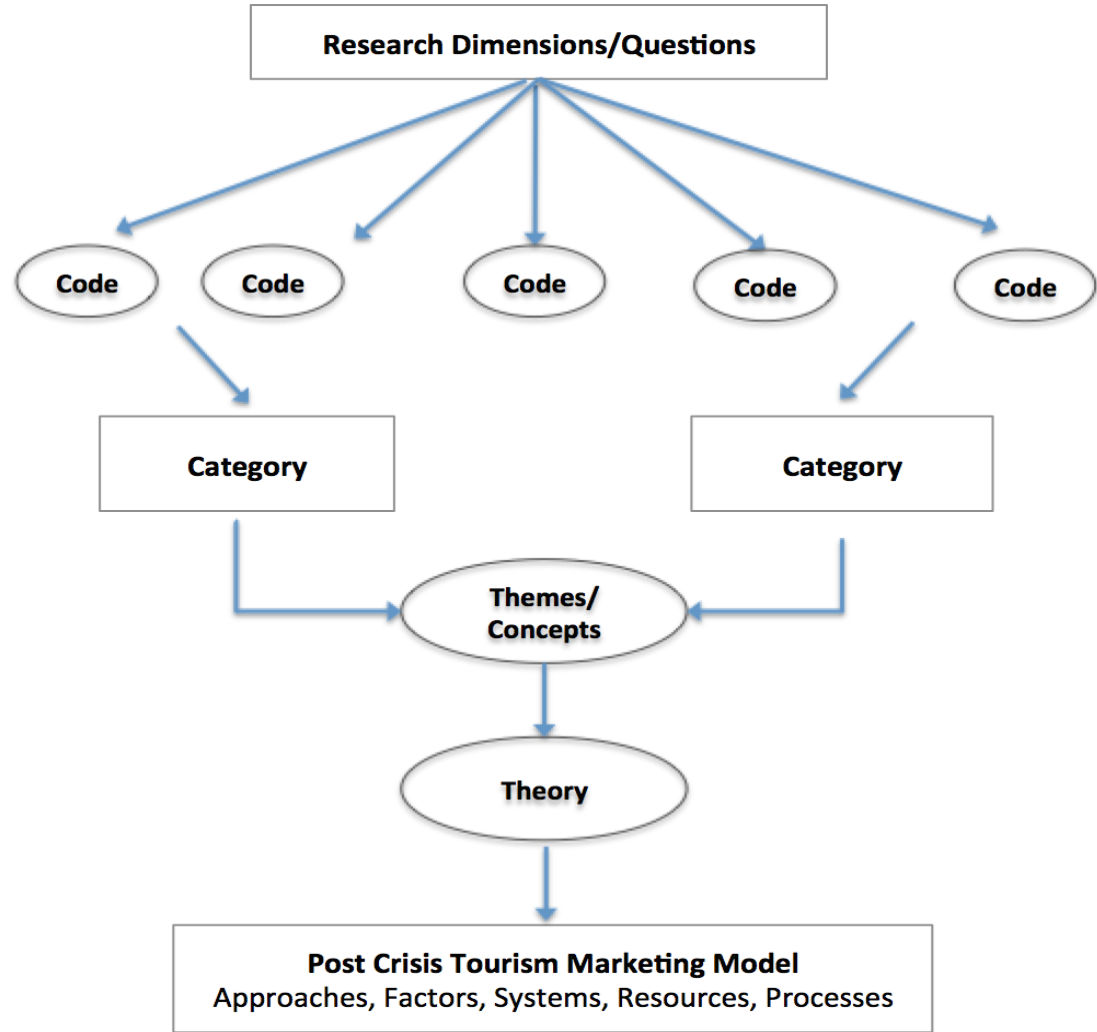


Figure 44 Overview of Data Analysis

Source: Author Own

3.8.2 Coding Framework

Inquiry of the qualitative data collected from the interviews was undertaken based on a coding framework and process. A code can be defined as a word or short phrase that operates as a symbolic description or summary of pertinent content and sections of text to apprehend essential meanings (Ryan and Bernard, 2003). The data in this study was based on interview transcripts.

These codes form the basis for identifying patterns of information and assigning meaning to the respondents' responses. Assigning codes reflects a process of analysis influenced by the dimensions, concepts and themes that have been developed from the literature in line with the research questions. According to Saldan (2009), this is a subjective process that enables the categorisation of data. A set of codes constitutes the coding framework which is used in the coding process and assigned to parts of the transcript to interpret it.

Figure 45 reflects the design of the coding system. The top level codes were pre-defined to reflect the actors and the strands of inquiry consisting of the dimension and sub-dimensions embedded in the interviews questions. Subsequent sub-codes were created inductively as the data was explored. The codes were generated iteratively during the review of the interview transcripts and reflected the labelling of responses.

Actors	Dimension	Sub-Dimension	Inductive themes
↓	↓	↓	↓
Code	Subcode	Subcode	Subcode
Expert	Consumer behaviour		
	Needs		
	Supply-Demand		
		Gamification	
		Social Media	
		Inward	
		Collaboration	
		Communication	
		Promotion	
		Social Intelligence	

Figure 45 Code System

Appendix 8 details the initial coding framework. The research dimensions and strands of inquiry are reflected in this coding framework, as it provides the basis for filtering the responses according to the specific strands of inquiry reflected in each set of interview questions.

3.8.3 Coding Procedure

To ensure the identification of themes, iterative open coding was applied to the complete dataset. Additionally, codes arise inductively from the data utilising an open coding procedure (Ryan and Bernard, 2003). The themes form the basis of broad filters and codes will be developed according to the responses to questions developed under each theme (Ryan and Bernard, 2003). Themes in relation to destination management, marketing, relationship marketing, e-marketing and social media in post-crisis Libya were permitted to arise inductively from the data utilising an open coding procedure.

The transcripts for all interviews were imported in Nvivo. The first round of coding involved assigning codes to single words or larger extracts of data identifying themes relevant to the research aims. This was succeeded by a second round during which some codes were reconstructed and then administered to much of the same content and also to larger sections of data (Ryan and Bernard, 2003). A third cycle continued with the refinement of codes and the reconstruction of themes supporting the generation of sub-

themes and advancing towards the theoretical and conceptual and the construction of meaning (Ryan and Bernard, 2003). During this stage, codes of data can be categorised and re-categorised into sub-themes that reflect patterns of responses from respondents under the dimensions under study. These final categorisations then form the basis for the development of theoretical conclusions and conceptual models (Saldana, 2009).

3.8.4 Coding Categorisation

Categorisation of the codes provides the basis for identifying themes within the data. A range of techniques were utilised to discover themes in the data. These included scrutiny procedures in which repetitions, differences and similarities and data relating to theory are identified (Ryan and Bernard, 2003).

Themes are defined by Strauss and Corbin (1990) as abstract constructs enabling the classification of conceptual labels attached to discrete phenomena, occurrences and events in the data. Classification is acknowledged to be generated following the comparison of concepts and those that emerge as related by similar phenomena are therefore arranged together under concepts of a higher order (Strauss and Corbin, 1990).

Guba (1981) asserts that repetition is one of the most fundamental ways to determine themes involving the recognition of regularities and concepts occurring and recurring in the data. Continual comparison is further emphasised as a systematic method to uncover differences and similarities in different data units (Strauss and Corbin, 1990). A number of sub-themes were determined using this technique through assessing whether expressions and concepts arranged under a theme diverged in kind or degree (Ryan and Bernard, 2003). The discovery of theory-related content offered a further technique involving the examination of respondent perspectives, context, and their attitudes and perceptions in relation to activities, relationships, people, events and processes (Bogdan and Biklen, 1982). This can assist theme identification in relation to social and cultural issues highly relevant for an examination of the relationships and networks and the cultural dimensions of marketing in Libya (Ryan and Bernard, 2003).

3.9 Reliability and Validity

The concepts of reliability and validity are central to academic research and underpin research design. Reliability ensures consistency in the findings produced by the data collection and analysis methods utilised in the study, while preserving validity implies that the research focused on and measured what it initially aimed to (Saunders et al., 2009). Shenton (2004) notes that the use of systematic and widely-utilised research methods is an important first step towards the establishment of validity and reliability.

According to Guba (1981), in qualitative studies validity refers to credibility and transferability, and reliability refers to both dependability and confirmability. In this study, credibility has been strengthened through the selection of widely-acknowledged and utilised research methods contributing an in-depth methodological explanation and discussion permitting the replicability of the research and scrutiny of the findings. To ensure validity and reliability within the interviews, the subject and phrasing of items within the research instrument have been based on the literature in this area. In certain cases, question items have been directly adopted or adapted from previous studies or developed on the basis of important identified themes and concepts (Saunders et al., 2009). The interview instrument was also pilot-tested to identify any potential misunderstandings among participants in relation to particular question items and to understand if any principal topics or concepts had been neglected (Easterby-Smith et al., 2012). Pilot testing of the instrument provided the opportunity for early assessment of question validity and data reliability (Saunders et al., 2009) which led to reinforcement and improvement of these aspects in a revised version of the instrument.

The use of a robust coding framework has further strengthened the validity of the findings in this study built on established themes in the literature and providing a systematic approach to data analysis. In seeking to provide a detailed and in-depth description of the research phenomena, the dependability and credibility of the findings are maximised through a description of the embedded context and situations surrounding them.

According to Shenton (2004), this supports identification of the extent to which findings are truthful and accurate.

3.10 Ethical Research

Ethical considerations and conduct throughout the research process are fundamental to ensuring the validity and quality of the findings (Saunders et al., 2009). A range of ethical principles are common to any study and have informed the research process in this study from design to presentation of the findings. Considering the context of the current crisis in Libya, the beneficence of the study to stakeholders and the wider population of Libya was considered important. The principle of beneficence holds that an obligation exists to maximise the benefits of the research for participants and for society, while at the same time minimising the risk of harm to participants (Adams, 2013). Robust and valid research design is argued to maximise the potential benefits for participants (Adams, 2013). This research will contribute significant knowledge to highly under-researched areas in tourism in terms of post-crisis tourism, e-marketing and geographical focus. Furthermore, this research holds the potential for wider benefits for the progression of tourism in Libya and its economic development post-crisis.

The overarching principle adopted in this study has been that of non-maleficence ensuring that harm is not done to others by their participation (CIHE, 2006). This has required consideration of the risks to research participants, balancing both the possible risks and benefits and undertaking measures to mitigate potential harm (Saunders et al., 2009). An important concern is the privacy of the participants which is a fundamental right (Aguinis and Henle, 2002). This means that confidentiality and anonymity have been a key imperative in this study in relation to the research participants (Aguinis and Henle, 2002), which include government officials, members of tourism bodies, private sector organisations and educational sector representatives. Measures have been implemented to ensure that identities and research records have remained confidential and all identifying details have been anonymised

(Easterby-Smith et al., 2012). This has ensured that sensitive information has not been disclosed to others (Adams, 2013).

Preserving the autonomy of the participants is also considered a fundamental part of non-maleficence for this study (Saunders et al., 2012). Adams (2013) defines autonomy in the research context as the right of individuals to decide in what they will or will not participate. This is held to imply that participants are primarily not coerced in any way, but also that they fully understand what is required of them and the possible risks and benefits. In this way, they have volition to make a reasoned judgement in relation to participation (Adams, 2013). In this study, the informed consent process was considered the mainstay of autonomy (Adams, 2013) and has been ensured through full disclosure of the nature of the study and the potential risks and benefits. The participants were also informed of the voluntary nature of the study and their right to withdraw at any time. Multiple opportunities have also been provided for potential participants to inquire and gain further information before choosing to participate (Adams, 2013).

3.11 Limitations

A number of limitations are acknowledged in relation to the design and methodology of this study. The investigation relies mainly on a single research method and potentially this can hinder the ability to cross-verify the findings (Saunders et al., 2009). However, this has been mitigated to a certain extent through the analysis of post-crisis case studies from different national contexts and derived from multiple sources of data. The experiences revealed point to similarities through which general themes can be identified and provide scope for a degree of triangulation with the findings from this study.

The small sample size is acknowledged as a further limitation affecting the overall representativeness of the study (Easterby-Smith et al., 2012). At the time of writing, the difficult circumstances in Libya have significantly constrained the ability to investigate a larger sample. Nevertheless, this has been moderated as far as possible by ensuring the inclusion of experienced

key actors in the Libyan tourism sector selected from across different vital functions and roles.

The examination of a single country context places limitations on the generalisation of the findings to other post-crisis countries and settings. Potentially different national situations and cultures may require emphasis on other factors important to the development of tourism and e-marketing. However, the purpose of this study has not been to provide an understanding of all post-crisis contexts but to comprehend the possible strategies that could be adopted in the specific post-crisis context of Libya.

CHAPTER 4 Case Studies

4.1 Introduction

As has been seen in section 2.2 many countries around the world are in crisis or are emerging from crisis and there is an imperative to rebuild and grow economies and societies. Tourism is one area acknowledged to generate important economic and social benefits to support national development. This chapter presents an analysis of different countries tourism development experience and e-marketing strategies and outlines key factors and perspective that will the influence and inform Libya's tourism development. This chapter consists of two sections focusing on post-crisis strategies and e-marketing strategies of developing countries that share similar political, social or economic contexts with Libya.

4.2 Post-Crisis Cases

Four country cases presented below, illustrate the tourism situation and crisis recovery strategies in Lesotho, Bulgaria, Mozambique and South Africa. Although the causes of the crisis vary, their present circumstances are comparable to the current case in Libya. Each study examines the country's post-crisis context in tourism development, the problems faced by the tourism sector, the identified causes of these problems, as well as the known challenges, the strategic goals that have been selected, and the solutions which are being implemented.

4.2.1 Lesotho

The country of Lesotho is a relatively recent entity having gained independence in 1966 and is a small landlocked nation surrounded on all sides by South Africa (Tranberg and Vaa, 2004). In common with Libya the country is classified as developing and the economy is slight with a GDP of US\$2.08 billion in 2014 (World Bank, 2015). Containing a population slightly over two million the country is highly underdeveloped with 40% of Lesothans living below the international poverty line of US\$1.25 a day (UNDP, 2014).

Recent political uncertainty, persistent high levels of income inequality and widespread unemployment (World Bank, 2015) are factors similar to the context in Libya. Also in common with Libya Lesotho has significant potential for the development of a robust and viable tourism sector as a result of its rich natural heritage and lack of commercialisation. Consequently the nation has consistently acknowledged the potential for tourism to have positive impacts on economic development and employment and the sector has been promoted as a core aspect of national development strategies (UNCTAD, 2013). Tourism directly supports 25,000 jobs in the country equating to 4.6% of total employment and a further 11,000 jobs indirectly (UNCTAD, 2013; Lesotho Review, 2015). By 2024 it is predicted that tourism expansion will be directly responsible for 34,000 jobs, an annual increase of 342% every year (Lesotho Review, 2015). The latest national tourism development plan contains the core objective to increase tourism demand by 50% by 2016/17, implying a growth in number of arrivals to 500,000 (UNCTAD, 2013). However over the last decade growth in the tourism sector has stagnated inhibited predominantly by a lack of diversification in source markets and continuing reliance on South African arrivals (UNCTAD, 2013). It has been recognised that the potential to generate economic growth can be maximised if underdeveloped infrastructure, an absence of effective marketing and limited capacity and entrepreneurship are addressed (ADBG, 2013).

Lesotho has recently implemented several measures aimed at improving tourism policy and planning processes. Analysis has acknowledged that Lesotho has witnessed a significant lack of appropriate policy and planning frameworks to manage the tourism sector on a national and local level (UNCTAD, 2013). Libya has historically faced similar problems in effective planning and policy-making in terms of a lack of vertically integrated planning structures and frequent policy reversals (Bizan, 2011). Following emergence from its current crisis it is likely that effective planning and policy processes will need to be re-established. In order to address this issue one solution in Lesotho has been to undertake the creation of a clear and demarcated structure between the tourism government ministry and the main agency tasked with developing tourism, the LTDC. This is aimed at ensuring that there

is no overlap between the functions of tourism policy making and tourism promotion (Lesotho Review, 2015). Moreover plans have been outlined in 2014 focusing on the development of a strategic master framework to support the expansion of tourist circuit routes (Lesotho Review, 2015), hitherto inhibited by restrictive licensing requirements (UNCTAD, 2013).

To further facilitate effective planning and policy making in the tourism sector Lesotho has prioritised the implementation of an information strategy (Lesotho Review, 2015). A key measure is the accurate collection of tourism statistics gathered firstly electronically at the point of arrival and capturing information such as country of origin and purpose of visit. Information is also collected through a 2013 Visitor Survey, conducted annually by the Lesotho Tourism Development Corporation (LTDC) providing national and segmented tourism statistics on items such as demographics, average length of stay, repeat visitors, tourism spend and tourism qualitative perceptions (Lesotho Review, 2015). Another significant measure is the sharing of tourism information across the sector including government, tourist attractions, hotels and possible investors. This measure is aimed principally at enabling more informed and effective planning, monitoring and marketing for national and local actors. This is being promoted through the digitisation of the more extensive and up-to-date data collected at border access points to which sector organisations will have electronic access (Lesotho Review, 2015).

Quality control has become a major focus for the Lesotho tourism sector as a means to enhance the quality of infrastructure. Evidence has pointed to a Lesotho tourism sector lacking in the mature development of effective quality control systems. These have been highlighted as unevolved and with an absence of internationally recognised standards (UNCTAD, 2013). Lesotho's experience shows that this has inhibited the expansion and development of tourism in the country (UNCTAD, 2013) and has led to identification of infrastructure and standards of accommodation as one of the most significant challenges facing the Lesotho tourism sector (IMF, 2012). There is a strong comparison with Libya which is noted by Bizan (2011) to lack sufficient quantity and quality of infrastructure and accommodation for the successful

development of tourism. In Lesotho limited infrastructure has been found to exist in areas designated for tourism development and evidence points to a lack of synergy between tourist attractions and accommodation facilities (IMF, 2012). However recent policy decisions have worked to address this issue enabling objective quality assessment through the institution of a national grading system (Lesotho Review, 2015). Based on a five-star scheme the grading system is consistent with internationally recognised methods to categorise the quality of accommodation. Standards have further been harmonised with those of regional tourism organisations originating in neighbouring South Africa. To oversee the formulation and implementation of standards a Grading Council has been initiated as a separate unit within the governmental agency the Lesotho Tourism Development Corporation (LTDC) (Lesotho Review, 2015). Thirty accommodation facilities were initially planned to undergo grading in the period 2013-2014 in which for the first time in the region grading standards would reflect two dimensions of the overall quality of accommodation in addition to environmental impact and ability to accommodate guests with special needs (Lesotho Review, 2015). This process is being supported by benchmarking against the experience of neighbouring countries South Africa and Botswana. It is further aimed at aiding the upgrading and development of potentially high-value tourism areas to maximise their contribution to the sector (Lesotho Review, 2015). Lesotho aims to make this system mandatory by 2016 (Lesotho Review, 2015), encouraging the widespread embedding of quality standards throughout tourist accommodation provision.

Research highlights that Lesotho lacks any coherent legal framework to protect environmentally sensitive areas in the context of tourism (UNCTAD, 2013). This is acknowledged to have threatened the development of sustainable tourism as tourists have so far been permitted unlimited freedom in the type of activity they could perform in any area even areas of sensitive biodiversity. Contrasting with the environmental regulatory framework implemented successfully by the South African government evidence shows the lack of protection in Lesotho has resulted in the destruction of fauna and flora (UNCTAD, 2013). To date it appears that this experience has not led to

any recent implementation of regulatory solutions aimed at managing the environmental impacts of tourism (UNCTAD, 2013). However embedded as a principle strategic aim within Lesotho's National Strategic Development Plan (2012/13-2016/17) is the objective to protect and conserve cultural and natural heritage and resources through emphasising the viable use of tourism (Lesotho Review, 2015). This suggests that Lesotho is taking important steps toward sustainability and preserving environmental and cultural resources.

The reform of licensing arrangements have also become a recent policy focus within Lesotho addressing an identified need for supportive licensing arrangements to promote strategic development within the Lesotho tourism sector (UNCTAD, 2013). The current licensing system and procedures have been shown to constrain the operation and expansion of service delivery within the tourism sector through being overly-bureaucratic and highly restrictive (UNCTAD, 2013). This shares characteristics with the situation in Libya in which highly bureaucratic licensing arrangements have been acknowledged (Otman and Karlberg, 2007) likely to be aggravated by the need to set up new systems in post-crisis recovery. Lesotho's recent response has included a review of tourism licensing procedures aimed at streamlining the system to increase convenience and lower costs (Lesotho Review, 2015). In early 2014 government licensing reform recommendations were published accompanied by draft legal amendments which have since begun to be inscribed into law (Lesotho Review, 2015).

In the context of the significant poverty levels characteristic of Lesotho (IMF, 2012) evidence points to a strong and consistent aim within successive policy responses to focus on the social and environmental objectives and community benefits of tourism (Lesotho Review, 2015; UNCTAD, 2013). Key objectives of earlier tourism development plans have strongly emphasised the mitigation of poverty, the promotion of economic development and the creation of jobs (UNCTAD, 2013). This has specifically included a robust focus on enhancing the economic situation of marginalised rural communities which are predominant in the country and suffer from poverty, skills shortages and lack of

service capacity (UNCTAD, 2013). This context stands in comparison to Libya in which despite rich resources wealth income inequalities and rural poverty is widespread with over one-third of Libyans living below the poverty line (The National, 2011). Therefore robust socio-economic objectives within any tourism post-crisis recovery strategy are likely to be important aims. More recently the LTDC has emphasised inclusion and community engagement in the formulation and implementation of tourism development strategies. In particular collaboration and collective participation with communities is promoted to develop tourism products and encourage the adoption of project ownership (Lesotho Review, 2015). This includes supporting entrepreneurial activity centred around tourism to enable local communities to benefit from tourism development and acknowledged by the LTDC to also add value to tourist experiences (Lesotho Review, 2015). Given the significant level of tourism underdevelopment within Lesotho the LTDC has also identified the need to raise awareness among and sensitise communities to the importance of tourism in both local and national economies. A national awareness campaign has been implemented focused on the most prominent tourism attractions and routes in order to educate citizens such as Lesothan herdsmen on tourism and appropriate treatment of tourists (Lesotho Review, 2015).

Lesotho has initiated several measures aimed at engaging the private sector in developing the tourism market. Recent findings point to significant opportunity for increasing the participation of local businesses in tourism in a sector until now dominated by foreign operators. It is argued this could result in substantial wider economic and community benefits (UNCTAD, 2013). The need to engage the private sector in Lesotho's tourism development aligns with the Libyan context in which the involvement of the private sector has hitherto neither been encouraged or supported (Jwaili et al., 2005). However local private sector participation is likely to support Libya's objective to maintain control of its tourism sector and generate economic and development advantages (Bizan, 2011). Notably Lesotho policy making has acknowledged this issue and is responsively undertaking measures to address it (Lesotho Review, 2015). The LTDC has pledged to establish strong engagement forums to enhance the participation and input of the private sector in all tourism

product elements. Public-private partnerships and NGO collaboration are also a policy focus (Lesotho Review, 2015). A further measure has seen the launch of the Lesotho Council for Tourism (LCT) centralising different tourism subsectors under a single body. The LCT is collaborating with government to facilitate tourism development in the private sector to ensure commercial sustainability and increase its profile. Lesotho is confronted with similar capacity issues as Libya in terms of skills and human resource development which the LCT is seeking to address through access to industry and professional training. The LCT also provides a pathway to financial support and advice to support business growth and promotional opportunities in local and international forums (Lesotho Review, 2015).

4.2.2 Bulgaria

Bulgaria is an eastern European country bordered by several Balkan countries including Romania, Serbia, Macedonia, Greece and Turkey. It has a predominantly urbanised population of 7.4 million people and is classified as an emerging market economy (OECD, 2014) with a GDP of US\$57.5 billion and a per capita income of US\$8,000 (IMF, 2015). Following the retraction of communism in 1989 Bulgaria has undergone a slow and at times painful transition to a market economy (BBC, 2015). Despite joining the European Union in 2007 the economy has struggled to expand and living standards and wages have remained low accompanied by structural unemployment and high inflation (BBC, 2015). A significant barrier to development is acknowledged to be the high levels of organised crime and corruption evident in the country causing the suspension of European financial aid and denial of membership to the Schengen passport-free zone (BBC, 2015).

Tourism is important to the economic growth of Bulgaria accounting directly and indirectly for 13.6% of GDP in 2012 and 12.5% of jobs (OECD, 2014). Dominated by sun and sea and winter ski mass tourism over the last few years Bulgaria has experienced steady growth in tourism arrivals with 2012 witnessing an annual increase of 1.8%. This is mirrored by a 2.2% increase in international tourism revenues in the year with receipts totalling €2.9 billion

(OECD, 2014). However Bulgaria's emergence from a Communist regime twenty years ago has left a number of structural legacies suggesting a post-crisis recovery context for tourism. During the Communist era centralised government control characterised tourism development managed by a government committee. Post-communism this committee was converted into a government agency which was subsequently closed in 2009 (Ivanov and Dimitrov, 2010). Therefore although tourism holds considerable significance to the Bulgarian economy the main administration authority remains to be granted ministry status (Ivanov and Dimitrov, 2010). A significant overall lack of coordination in relation to tourism is acknowledged as another legacy. There is limited vertical integration of the industry through municipal, regional and national level meaning that actions are not communicated or coordinated effectively and strategies conceived at a national level do not filter down to local tourism development processes (Cooper, 2007).

Diversification away from Bulgaria's limited number of key tourism markets dominated by high volume, mass tourism has become a key strategic priority in Bulgaria (Cooper, 2007). Earlier forms of tourism have until now been found to provide less sustainable and low yield options. Negative impacts were found to be associated with tourism dependent on geographical and temporal seasonality, a reliance on foreign operators, and lower ability to control impacts on the environment and local communities (Cooper, 2007). Weigert (2012) points to similar challenges in North African tourism which until now has been predominantly dependent on mass seaside tourism, reliance on a single geographical market of Europe and where tourism improvement has focused on particular territories leading to development imbalances. Therefore lessons learnt from the Bulgarian experience could be applied in the Libyan context to develop a more mature strategy not subject to these drawbacks. Bulgaria's response has been to focus on diversification and development of different, more niche forms of tourism (Cooper, 2007). The country has sought to position itself as a destination offering a wide range of all year round experiences which has included the design of programmes and development plans to promote tourism forms such as cultural, heritage, rural, eco-tourism, spa and wellness, food and wine and golf tourism (MEET, 2011; Novinite,

2011). Development of alternative products is perceived as broadening Bulgaria's product base and attracting higher yielding tourists while reducing chronic seasonality and geographical concentration (Cooper, 2007). Bulgaria has found that offering high quality niche products has lessened the need to compete on price and reduced the leakage of revenues to foreign operators (Cooper, 2007). Although diversification is still relatively underdeveloped and greater investment in facilities and coordination of activities including marketing is needed (Petkova and Marinov, 2014) evidence shows that the strategy is beginning to achieve certain objectives. Spa and wellness tourism for example has become a distinct strand of tourism within Bulgaria utilising the country's rich natural mineral spring resources to support over 100 spa and wellness centres (Novinite, 2011).

The sustainable use of natural and cultural resources is a key goal to enhance the competitiveness of Bulgarian tourism. National strategic planning has focused on the sustainable management of tourism activities, conservation and the improvement of tourism resources (MEET, 2011). Sustainable tourism development could be a key strategy for Libya to tackle the challenges of post-crisis development as it has been found to conserve resources and have long-term socio-economic benefits while increasing resilience (SIDS, 2014). Libya faces similar challenges to Bulgaria in terms of the need to conserve natural and cultural heritage: the former as a result of the impacts of conflict while Bulgaria has experienced environmental damage through the impacts of mass tourism (Ivanov and Dimitrova, 2010). Three main pillars of the strategy provide a potential post-crisis blueprint for implementing a sustainable strategy in Libya focusing on the "triple bottom line" of social, economic and environmental dimensions (USAID, 2005). Firstly key measures relate to the development of forms of sustainable tourism with low environmental and biodiversity impact as well as generating and monitoring the conditions for the development of protected natural areas as a sustainable tourism resource (MEET, 2011). Bulgarian policy makers have secondly focused on enhancement of competitiveness linked to the improvement of tourism attractions and related infrastructure. This has encompassed the integration of international standards and best practices including encouraging the use of

quality systems for accommodation services (Ivanov and Dimitrova, 2010). Sustainable tourism development could therefore be a key strategy for Libya facing similar challenges to Bulgaria in terms of the availability and quality of infrastructure (Ivanov and Dimitrova, 2010). Another dimension of Bulgarian sustainable development strategies has related to socio-economic objectives. Sustainable development missions have explicitly stated the aim to generate long term social and economic benefits from tourism including the creation of jobs, promoting entrepreneurship and expanding revenues particularly in under-developed rural areas (Vaklinov, 2012). This has been implemented through the building of long-term partnerships between all stakeholders promoting wide consultation among local and national governments, the private sector and tourism industry (Vaklinov, 2012). Bulgaria's centrally initiated eco-tourism project has embodied these strategic sustainable strategies and indicate the success of a sustainable approach. Developed over several years eco-tourism has grown in importance to the economy while also becoming a significant instrument to promote regional sustainable development and the protection of natural heritage (USAID, 2005). Eco-tourism is acknowledged to have helped to enhance Bulgaria's image at an international level leading to a sustainable tourism brand and generating a competitive advantage (USAID, 2005).

The zoning of tourism regions is a consistent policy aim within the strategic development of Bulgarian tourism projected to improve competitiveness and product differentiation. Bulgaria's earlier experience in tourism pointed to weak regional planning and ineffective regional marketing strategies (Stankova, 2010). The lack of profile and recognition of different territories has been acknowledged to have inhibited the growth of tourism (Stankova, 2010). Bulgaria like Libya has also recently emerged from a centrally planned economy and tourism industry (Ivanov and Dimitrova, 2010). Nevertheless similar to Libya Bulgaria is credited to have diverse and distinct regions and rich natural and cultural resources which could be maximised to contribute to tourism development (Ivanov and Dimitrova, 2010). A regional strategy could also assist Libya in post-crisis tourism recovery through focusing on areas of relative security and exploiting the diverse natural and cultural attractions of

different regions. Regional management proposals have been outlined by the NTA involving the division of Bulgaria into regional zones (Stankova, 2010). Zoning the sector in this way is aimed at facilitating the creation of effective regional organisational structures and the coordination of policy and marketing activities based on the differentiation of the regions (Stankova, 2010). The strategy focuses on promoting different tourist regions with the goal of creating a regional destination brand both recognisable and unique from all other Bulgarian regions (Ivanov and Dimitrova, 2010; Stankova, 2010). The advantages are expected to be improved coordination of market activities not just at the regional level but nationally and internationally allowing the distinct regions to be marketed across these levels. Additional positive impacts point to the potential for greater market growth and regional socio-economic benefits (Stankova, 2010). The NTA has recommended the creation of a number of tourist zones based on a range of 13 specified criteria. These include geographical location, cultural, natural or socio-economic individuator, resource potential, regional identity and infrastructure including transport links (Stankova, 2010). Regions are also differentiated on the basis of different product specialisms, for example Sofia is credited with congress and festive tourism and complementary tourist specialisms such as SPA and eco-tourism.

4.2.3 Mozambique

Mozambique is located in the south east of Africa and is bordered by South Africa and Tanzania with a population of 25 million. Achieving independence in 1975, despite its wealth of natural resources Mozambique is one of the poorest countries in the world exacerbated by years of civil war which ended in 1992. Nevertheless the country is subject to periodic political turmoil and incidences of conflict remain in different areas (USAID, 2014). However the country is fast-growing with a consistent upward trend in GDP estimated in 2014 to total US\$31 billion (CIA, 2015). Tourism is identified by the Mozambique government as a critical sector for development in its growth strategy. Key aims by 2020 involve positioning Mozambique as the most exotic and dynamic African destination with tourist arrivals to total 4 million per year

(República de Moçambique, 2004). In 2014 tourism directly contributed to 3.2% of GDP although this figure rising to 7.6% when indirect contributions are considered (WTTC, 2014). The sector directly and indirectly supports 6.4% of total employment equating to 718,000 jobs forecast to grow by 2% per year until 2024. In 2013 the country witnessed over 2 million visitor arrivals which is predicted to rise to 3.2 million by 2024 (WTTC, 2014). Nevertheless the tourism sector remains underdeveloped with few high-value markets, limited local supply chains and low productivity within current tourism businesses (Jones and Ibrahim, 2007). Evidence has shown that systemic factors until now left unaddressed mean that tourists frequently perceive low levels of service, less value for money and experience higher dissatisfaction than other comparable destinations such as Kenya or South Africa (USAID, 2014).

Mozambique has adopted a number of strategies to generate increased foreign investment in its tourism sector. A lack of investment has been acknowledged at national level as a significant issue constraining tourism growth despite Mozambique's significant potential for tourism development. International investors have tended to refrain from providing anything more than small, ad hoc financing as a result of perceived challenges in the investment environment, namely lack of access to available land with clear title and overly-bureaucratic and complex access and approval procedures (World Bank, 2012). This situation reiterates many of the same investment conditions in Libya where heavy restrictions have been placed on foreign investment and domestic and foreign investors alike are inhibited by lengthy bureaucratic procedures and land is difficult to access because of uncertain land rights, complex approval procedures, a weak legal framework for land allocation and poor infrastructure to support development (OECD, 2014). Mozambique has responded by embedding tourism development as a core element of land and infrastructure policy. Legal frameworks on land rights have been reformed to guarantee rights of access to investors and define the transfer of land use rights (ACET, 2014). In parallel newly introduced tourism regulations provide for the demarcation of two types of land either for conservation or tourism development. This has been found to open the way for the identification and creation of eighteen priority tourism investment areas (PATIs) which together

with the former measures have accelerated access to land for tourism. Evidence shows that the demarcation of land for tourism development can significantly advance tourism (ACET, 2014).

A second strategy to drive investment growth in tourism has been to improve the investment environment. This has been implemented through a targeted programme to facilitate investment in conjunction with the World Bank (World Bank, 2012). The programme aimed to firstly capitalise on the PATIs identified for tourism and secondly to enhance the regulatory regime for investors through focused reforms. A specific investment approach was adopted in which strategic investments in a rigorously selected location were aimed at activating more investment through the development of primary infrastructure, industry linkages and the creation of demand in the market for further development. This approach is acknowledged to allow for small or large investment however enables the strategic ability to fulfil national development goals (World Bank, 2012).

Mozambique has made a significant effort to devolve a tourism development strategy that is locally-based and owned. Much of the tourism potential of Mozambique is recognised as existing within more impoverished rural areas however there exists substantial scope to increase hitherto limited local community participation and entrepreneurial development (ICT, 2011). A number of initiatives undertaken at local level to remedy this situation have proven successful and are being used as frameworks for promoting local community participation in other parts of Mozambique (ICT, 2011). Azevedo and Chicico (2013) discuss one initiative in the Dondo district of Mozambique in which cooperation between community members and level of participation in community associations, centres and cooperatives has led to solutions for many development challenges and promoted joint planning and participation.

Mozambique has also focused interventions on building capacity within locally-based priority areas. Research has highlighted that a dearth of skilled workers generates critical constraints on the development of tourism in Mozambique (Jones, 2010). Libya is subject to the same constraints in which tourism staff

lack essential skills, vocational training is limited and curricula do not meet sector needs (Zaptia, 2014). In a number of tourism development projects specific measures were undertaken at local level to enhance the skills of local people and develop entrepreneurial capacity. Needs were identified and activities prioritised in conjunction with local stakeholders including beneficiaries, the private sector and local authorities fostering the development of linkages and synergies between them (ITC, 2012). The bottom up approach was used in particular locations to identify and enhance cultural products and services that could be integrated into new tourism itineraries. Workshops were also held to raise awareness of the importance and potential of tourism for socio-economic development of the community. Workshops also aimed to encourage local cultural entrepreneurs through improving business knowledge and skills to enhance their services to meet tourist expectations (ITC, 2012). Other locally-targeted capacity building interventions have focused on workforce training to build skills. In the underdeveloped north of Mozambique training has been provided in product development and marketing to a large number of tourism business operators. Under structured programmes personnel have also been trained as trainers to pass on hospitality skills and local associations have also worked to establish appropriate training standards and curriculum (USAID, 2011).

4.2.4 South Africa

South Africa is a large country located at the southern tip of the African continent containing a population of 53 million. Following a long period of nearly 50 years in which an apartheid regime was imposed a peaceful transition to majority rule was made in 1994. However South Africa since has been challenged to address many issues that emerged during the apartheid era including severe economic imbalances and poverty, and a poor basic infrastructure (CIA, 2015). The country is a middle income emerging market although economic growth has been limited in recent years with GDP decelerating to a 1.5% increase in 2014. GDP is estimated to be US\$704.5 billion with a per capita share of US\$13,000. The country faces a range of structural inhibitors of growth including falling competitiveness, skills shortages

and frequent industrial action (CIA, 2015). Tourism is perceived by the government as a significant vehicle for encouraging growth and improving living standards among the poorer sections of South African society (SA, 2015b). Tourism contributes significantly to the South African economy accounting for nearly 9.5% of GDP both directly and indirectly and supporting 4.6% of total employment and 645,000 jobs (WTTC, 2015). In 2014 tourism arrivals were over 10 million and this figure is expected to rise to 13.5 million by 2024 (WTTC, 2015) indicating the sector's growth potential.

South Africa has implemented planning and development strategies focusing strongly on poverty alleviation. This has extended to tourism development plans signifying a pro-poor tourism approach in both rural and urban areas (Rogerson, 2006). Although overlapping with the sustainability agenda the main objective of pro-poor tourism (PPT) is to ensure specifically that tourism growth directly contributes to reducing poverty. This is aimed to be achieved through generating economic improvement opportunities for the poor and is characterised as an approach rather than a specific tourism sector (Ashley et al., 2007). Evidence suggests that Libya could benefit from such a strategy as it stands in comparison to South Africa in terms of structural poverty and high unemployment (African Economic Outlook, 2012). A pro-poor approach to tourism could therefore be a means to help alleviate harsh economic circumstances. Rogerson (2006) provides case study evidence in South Africa of pro-poor tourism interventions in which unique initiatives have been developed. Strategies have focused on three main elements of expanding business opportunities for the poor, growing employment opportunities and ensuring that there is a policy process which supports and facilitates the approach. One of the main elements considered essential is the forging of public private partnerships where private operators are encouraged to participate in product and market development to ensure that tourism objectives are commercially realistic (Roe and Urquhart, 2001). Involvement of the private sector has benefitted South African pro-poor tourism through firstly providing an important market for the products of the poor and secondly through channelling their tourist customers towards poor commercial enterprises. Although a limited activity within South Africa, private sector

marketing networks have also been used to advertise these enterprises (Ashley et al., 2007).

Tourism development policy has also focused on bilateral and multilateral engagement to strengthen regional and international partnerships (SA, 2015a). Akin to Libya South Africa has experienced a prolonged period of negative international perception inhibiting investment and tourism (OECD, 2013). Therefore focusing on cooperation and collaboration in multilateral engagement could be a significant strategy for Libya to improve perceptions and international linkages. In the current South African tourism strategic development plan focus has been placed on participation in multilateral forums, in addition to forging bilateral engagement with key strategic markets and regions to grow tourism. To raise awareness of South African tourism, the government is aiming to establish five marketing offices in key regional markets by 2020, in addition to driving the implementation of a growing number of regional tourism programmes such as trans frontier conservation areas (TCAs) (SA, 2015b). The advantages of this are acknowledged to be the ability to advance national priorities through strategic engagement in multilateral forums while supporting and enhancing market access for South African tourism enterprises (SA, 2015a). The strategy has also outlined plans to create partnerships to generate necessary resources and attract investment (SA, 2015b).

4.2.5 Analysis of Post-Crisis Strategies

All four countries have a high potential for tourism and, taking into account their particular circumstances, have been devising and implementing strategies to develop this potential. The main difficulties faced by the tourism sector in these countries involve lengthy and unclear bureaucratic procedures, at times coupled with legal frameworks which complicate private investment; the often inadequate infrastructure, which can affect both the tourism sector, and the country in general; high levels of income inequality; and the need to protect natural and cultural heritage while developing them as tourism assets. The chosen post-crisis experience of these countries point to a number of

lessons which can contribute to the development of Libyan tourism. Most policies include clear provisions aimed at protecting the country's natural and cultural assets, while developing them to utilise their tourism potential to the full. The strategies also incorporate significant socio-economic objectives aimed at ensuring that economic development is balanced and positively impacts local and poorer communities through their participation and involvement. Last but not least, these diverse tourism strategies target the specific legal and bureaucratic obstacles identified for the given country, so as to reinforce the strategy and ensure its implementation. Libya can learn from these examples and develop a tourism strategy which will help its socio-economic development while protecting its cultural and natural heritage.

An analysis of the findings across these countries points to a number of themes that are consistent with key themes and theories identified in the literature. Firstly, a consistent theme central in many of countries is the significance of destination management with emphasis on integrated and co-ordinated strategies approach focused on specific geographic areas of interest or significance. Strategically, each country's mix of efforts is unique but essentially attempts to integrate strategy element of planning, product and marketing to maximise the attractiveness of their destinations. In all cases, there is strong emphasis on community participation and engagement of multiple stakeholders in the planning, development and implementation processes. The adoption of community-based projects it appears promotes product diversification at the local level and sustainable tourism development. Training development and capacity building at all levels has been identified as an important success factor. The strategic approach further reflects a regionalised approach to integrate and co-ordinate tourism development with regional partners domestic and internationally. This evidence suggests these regionalised hubs and connection are critical to generate and maximise tourist flows from neighbouring areas. The formation of streamlined institutional processes to ensure flexible and responsive decision-making is further key success factor that has underpinned the success of tourism product development and destination management.

Table 3 Summary of Case Study Country Contexts

Country	Population	Tourists	Strategy	Marketing
South Africa	48.3m	African	Strategic Management process; Invest in selected destinations only; build consumer trust; establish regional hubs; engage stakeholders	Focus on core segments; Integrated digital platforms; targeted campaigns; emphasise the experiential; target perceptions about security; international marketing
Lesotho	1.95m	Domestic/South African	Community participation; training and education at all levels; integrated Community-based projects; streamlined institutional processes	Experiential, promote inspiration and engagement; link to South Africa; collaborative regional marketing; increase visibility as destination choice; Internet, exhibitions and travel magazines and sites.
Libya	7.26m	Domestic	N/A	N/A
Bulgaria	6.8m	Eastern European; Germany, Romania; Russia; Greece	Sustainable; diversification of tourism products; regional product development; development of historical and cultural; training and education; community participation	communications-based; national campaigns;
Mozambique	25.93m	Domestic	Exploit source strengths (coastal, wildlife, culture); Destination prioritisation; conservation and cultural heritage; regional linkage (South Africa); customised and product specialisation	Niche marketing through specialist magazines and online sites; core markets and product development and packaging

Sources: OECD (2014); Charlia (2015), LTDC (2015); SAT (2015)

Destinations are prioritised and targeted for investment and marketing and reflects a strategy across most of these countries to exploit key strengths. This translates and enables focus on marketing of core tourism segments and

development of specialised tourism products. In particular, this supports customised and niche tourism products in line with targeted consumer needs. The focus on core segments and niche marketing are key strategies identified that appear to provide focus to digital marketing campaigns to achieve greater targeting and communications. E-marketing strategies reflect strong emphasis on experiential marketing and destination image in particular to address perceptions about security concerns. Collaborative and regional marketing is identified as key strategy to establish inter-destination ties between different regions. National marketing campaigns are supported by regional and destination specific marketing. The integration of digital strategies to ensure communications across a range of communication channels integrating national tourism websites with social media channels and bloggers and to deliver consistent and supportive messages to targeted consumers. An analysis of e-marketing strategies by a sample of countries in the following section provides further insights that can inform Libya's e-marketing strategy.

4.3 E-marketing Cases

The experience of four developing countries has been analysed including: Nigeria, Azerbaijan, Saudi Arabia and Turkey. The countries selected are developing nations where e-marketing is a central component of their countries tourism marketing and destination image management. Nigeria has almost 82 million users of broadband mobile devices, one of Africa's highest levels of connectivity (Nigerian Communications Commission, 2015). The Nigeria Tourism Development Corporation (NTDC) has been increasing its efforts at ICT-based tourism marketing, aiming to raise the awareness of Nigeria as a tourism destination both nationally and internationally (COMCEC, 2015). In Saudi Commission an ICT-based approach places emphasis on the experience and domestic marketing. In Azerbaijan Internet penetration in the country has almost reached 70% and the country's ICT sector has doubled every 3 years since 2004, with strong adoption of e-marketing to promote its tourism sector. Turkey has been selected due to its status as one of the world's top destinations, Turkey, with approximately 40 million travellers in 2014 and tourism revenue of \$34 billion.

4.3.1 Centralised National Website

A consistent theme across these countries is the development of central national website focused on brand development and contain rich stimulating, engaging and informative content on the countries key destinations and experiences. “Fascinating Nigeria”, the country’s new tourism brand, was launched in June 2013 together with a new website, as part of Nigeria’s “drive to achieve sustainable transformation” (This Day Live, 2013). Updated on a regular basis, the site aims to provide stimulating, well-presented, informative tourism information to entice local travellers, particularly at the dreaming and planning phases. The country’s special destinations and local customs are spotlighted, as well as hotels, restaurants, upcoming events and nightlife. The writing style is a mix of journalistic 3rd person and editorial 1st person, while the images mix proprietary and stock photographs (COMCEC, 2015).

Similarly the high use visual content is also reflected in Azerbaijan’s strategy to target meeting planners and producers through location-based. A city’s brand can be a major deciding factor for event planners, on the same level as facilities, accommodation and transportation (Marketing Challenges International, 2013). To communicate Azerbaijan’s value as an event destination to its target audience, the AzCB has created a user-friendly website providing both information and contact opportunity. The campaign strategy, centred on the website, is highly visual, involving world-renowned photographers, as well as encouraging visitors to upload their own pictures (COMCEC, 2015).

The website is central focal point for a range of information including:

- An engaging “Top 10” list of reasons to plan a trip to Azerbaijan
- An accessible media gallery that planners can use in their media marketing
- A comprehensive inventory of Azerbaijan’s tourism attractions with tips on how to experience them for 15 minutes, one hour, or two/three hours
- A calendar of events throughout the country

4.3.2 Integrated Marketing

Integrated marketing approaches emerges as a consistent dimension in various ways across the five countries. Nigeria created a destination brand, attractive to both domestic and international travellers, by combining online and offline marketing in their strategy. This approach is also underpinned by public-private integration to minimise marketing costs. It partnered with private sector at several levels: with local content creators to tap into specialised expertise, with tourism providers to enhance the experiencing phase of travelling, and with international distribution platforms to simplify the traveller's decision making process by providing a digital touch point (COMCEC, 2015).

Integration of modes of communication support is an approach adopted by Saudi Arabia by making a telephone hotline and an online customer relations portal available (COMCEC, 2015). Real-time, English and Arabic, tourism information on roads, accommodation and attractions is provided to mobile devices by the GDS-enabled "tourism Navigator" (COMCEC, 2015). Meanwhile, in the case of Azerbaijan, innovative mobile programming supports the integration of planning resources into the decision making process (COMCEC, 2015).

Turkey's success of ICT-based tourism marketing is based on the integration of multiple channels in a comprehensive, consistently implemented strategy to drive brand awareness. The central website creates a visual awareness of the destination while simultaneously reinforcing its social media communities (Ministry of Culture and Tourism, 2015). The website is linked with Turkey Home's social media accounts (Facebook, Twitter, YouTube, Instagram Pinterest and LinkedIn), and content is regularly uploaded in these channels with appropriate tags and labels. Furthermore, a streamline mobile application, as well as the integration of user-generated content, creates a highly interactive campaign (COMCEC, 2015). Integration of social media and user-generated content features as a key success factor Egypt's e-marketing strategy. The Masr Wahashtouna ("Egypt, We've Missed You") campaign used a mix of online (social media, and video) and offline (TV ads, and billboards)

marketing. Using colloquial Arabic and aiming to generate sentimentality, it focussed on the cultural experience, natural landscapes and family-friendly activities (Zawya, 2014).

4.3.3 Phased Marketing

A further lesson that is applicable to emerging economics and countries such as Libya undergoing different stages of development is the identification of phased strategies. This approach is reflected in Egypt's strategy which consisted of three phases: first an awareness stage associated with the dreaming phase of travel decision making, then two distinct active call stages during Ramadan and Eid (COMCEC, 2015). The Masr Wahashtouna campaign was effective in clearly identifying the target market, using appropriate messaging and customised content delivered through a variety of channels (COMCEC, 2015).

4.4 Summary

This chapter presented the key findings from a case study analysis of 4 countries with similar contexts. A number of key themes and strategies emerged from the countries' approach to recover and rebuild their economies from crisis events. Their strategic approaches consistently reflected investment and focus on specific destination development and regional and localised planning and development. Community participation mechanisms represented a consistent theme and strong emphasis on human resource development through training and education that addressed resource gaps and future requirements. Identification and audit of cultural resources and prioritisation of destination was a critical factor that facilitated the focus on finite resources. In relation to marketing, technology through the social media, the Internet and e-Marketing assumed critical factors in enabling diverse, creative and targeted campaigns. Niche marketing through specialist sites and linkages online with relevant sites demonstrated the importance of networks and an online relational approach to targeting engaging and attracting tourists. This is underpinned by targeted focus on core segments and adoption of emerging technologies to emphasise experiential attributes of destinations.

CHAPTER 5 Data Analysis and Findings

5.1 Introduction

This chapter presents results and analysis of in-depth interviews and survey from a broad set of stakeholders consisting of domestic stakeholders and Muslim tourists. Qualitative data was collected from six research instruments. This chapter firstly presents data from five interview questions sets formulated for the following tourism stakeholders in Libya: government officials, educational practitioners. Citizens, industry members and experts. Secondly, this chapter presents the results from a survey of Muslim tourists.

The results in this chapter establish a foundation for further analysis and discussion in chapter 6 in addressing the research questions for this study concerned with understanding how e-marketing can facilitate the development and control of tourism within the Libya' transitional periods. A thematic analysis of the interview and survey data is undertaken according to the conceptual framework as outlined in chapter two. The key themes arising from the findings are identified and categorised in terms of the transitional development of demand and supply side factors and e-marketing to facilitate destination planning and management, the development of core resources. These results contribute to the modelling of tourism response mechanisms accounting for temporal factors to develop and sustain the country's capacity to competitively market its destinations to Muslim tourists.

5.2 Libyan Interviews

5.2.1 Demographic Profile of Participants

ID	Area	Field	Position - City	Gender
1	Government	Ministry of Tourism	Tobruk	M
2		Parliament Member	Tobruk	F
3			Tobruk	M
4		Ministry of Tourism	Tobruk	M
5			Benghazi	M
6			Al-Beyida	M
7			Benghazi	F
8			Benghazi	M
9	Education	Local Academic	Tobruk	F
10		Local Academic	Tobruk	F
11		Civil Servant	Al-Beyida	M
12		Local Academic	Benghazi	M
13		Local Academic	Benghazi	F
14		Local Academic	Al-Beyida	M
15		Local Academic	Tobruk	M
16		Local Academic	Benghazi	M
17		Local Academic	Al-Beyida	F
18	Citizen		Benghazi	M
19			Al-Beyida	M
20			Benghazi	F
21			Tobruk	M
22			Benghazi	M
23			Tobruk	F
24			Tobruk	M
25			Al-Beyida	M
26	Industry	Hospitality	Al-Beyida	M
27		Guide	Tobruk	M
28		Travel Agent	Benghazi	M
29		Hospitality	Al-Beyida	F
30		Hospitality	Benghazi	M
31		Entrepreneur	Tobruk	F
32		Retail	Benghazi	M
33	Expert	Marketing	Tripoli	M
34		Tourism Development	Tripoli	M
35		Tourism Systems	Tripoli	M

5.2.2 Thematic Analysis of Interviews

5.2.2.1 Interview Responses from Government officials

Decision makers in central government or local authorities were interviewed on tourism development in Libya. A total of eight interviewees included

representatives from the Ministry of Tourism and a Member of Parliament located mainly either in Tobruk or Benghazi. Table 4 presents a summary of the key themes emerging from the thematic analysis of the interviews.

Table 4 Thematic Analysis of Government Participants

Theme	Issues
Plans and Goals	<ul style="list-style-type: none"> • Prioritise local level planning activation • National level planning difficult in current situation • Integration of existing/previous plans
Technology	<ul style="list-style-type: none"> • Technology adoption vital • Modernisation and e-marketing and management systems
Small Projects	<ul style="list-style-type: none"> • No direct financing available or planned • Corruption undermines financing • Potential to support education and training
Research	<ul style="list-style-type: none"> • Limited • Draw on external research • Poor research capacity • Research is a priority • Community participation required
Investment	<ul style="list-style-type: none"> • Government driven • Foreign investment • Moderate support for public-private investment
Management	<ul style="list-style-type: none"> • Need for foreign skilled expertise • Key role emphasised for international consultants, collaborative • Role of government role: supervisory and planning

When asked about the existence of prepared plans and goals for tourism in Libya, a strong consensus among participants acknowledged the presence of various plans from previous governments, including the post-Gadafi transitional government which was stalled by the present situation, and a minority who indicated that planning could only happen in the future. Figure 46 indicates the frequency of the plans and goals subthemes cited by participants. There was consensus on the difficulties faced by the tourism sector in the current circumstances. In the view of one of the participants, rather than planning at national level,

“it is more appropriate to set plans for the activation of the tourism sector through the local councils.” [Interviewee No.2]

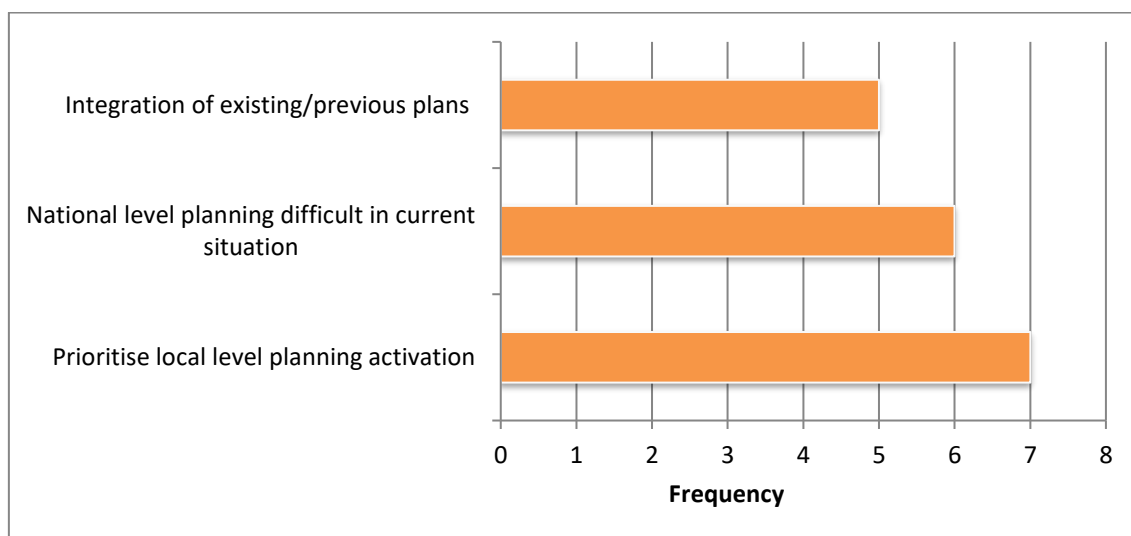


Figure 46 Frequencies for Plans and Goals Subthemes

Participants were asked about the government’s encouragement in the use of technology. There was consistent mention of the importance of modern technologies for tourism development as shown in

Figure 47 and the majority of respondents insisted on the encouragement already given by the government. The specific uses of ICT which were mentioned were e-marketing, e-bookings, and improved customer relations. One respondent pointed out the existence of current plans, in a partnership between the board of communications and the tourism ministry to broaden the use of the Internet.

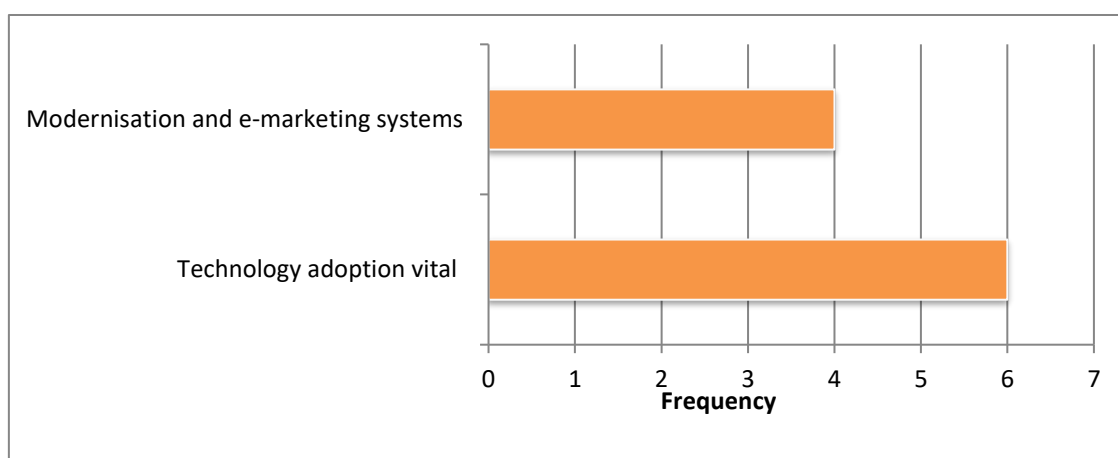


Figure 47 Frequencies for Technology Adoption Subthemes

In relation to funding of small projects, the majority of respondents made it clear that while the ministry of tourism does not directly fund any projects, there are funds and tax breaks allocated for development, which can be accessed by tourism projects. One participant noted that:

“the presence of [...] corruption in administration leads to unfair distribution and perverting the goals set.” [Interviewee No.4]

As regards the link between small projects and the education sector, a minority of participants acknowledged this link as indicated in

Figure 48 and underlined its importance. In particular, these respondents pointed out the role of tourism projects in helping in the development of education and vocational training, while the education sector was cited to be able to provide projects with specific support.

“critical body of research [...] to draw on and to understand wider impacts.” [Interviewee No.8]

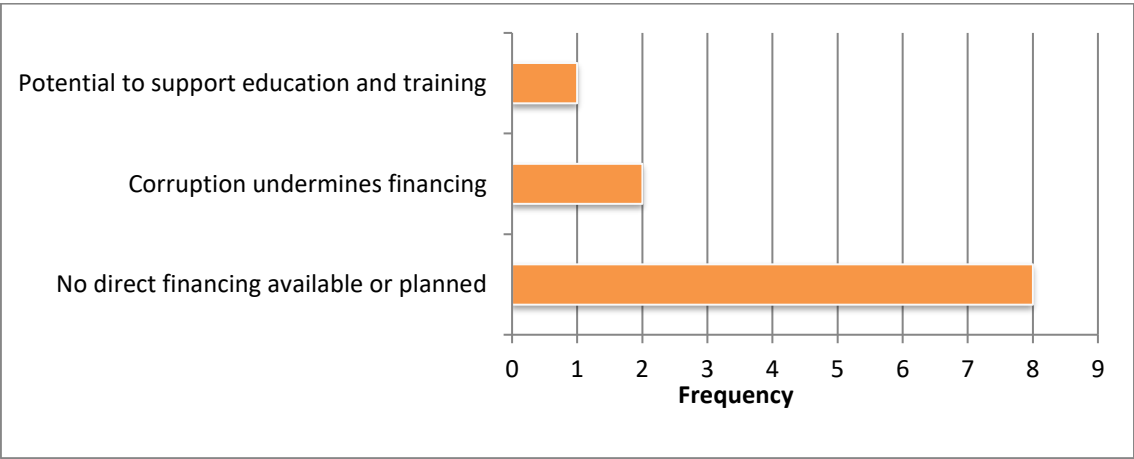


Figure 48 Frequencies for Small Projects Subthemes

On the question of research on the development of tourism, the majority mentioned that research had been carried out, while a significant minority responded in the negative. One respondent indicated that some of the research carried out in other developing countries could be utilised by Libya in the future as indicated in Figure 49. Some emphasis was placed on sustainable

tourism and on the promotion of local participation and community development within tourism.

The importance of research for the development of skills and competence in the workforce was also mentioned by a minority of participants. One participant indicated the need for more research to be undertaken, while pointing out the interest shown by specialists, and the attempts on the part of the government to make use of the available data.

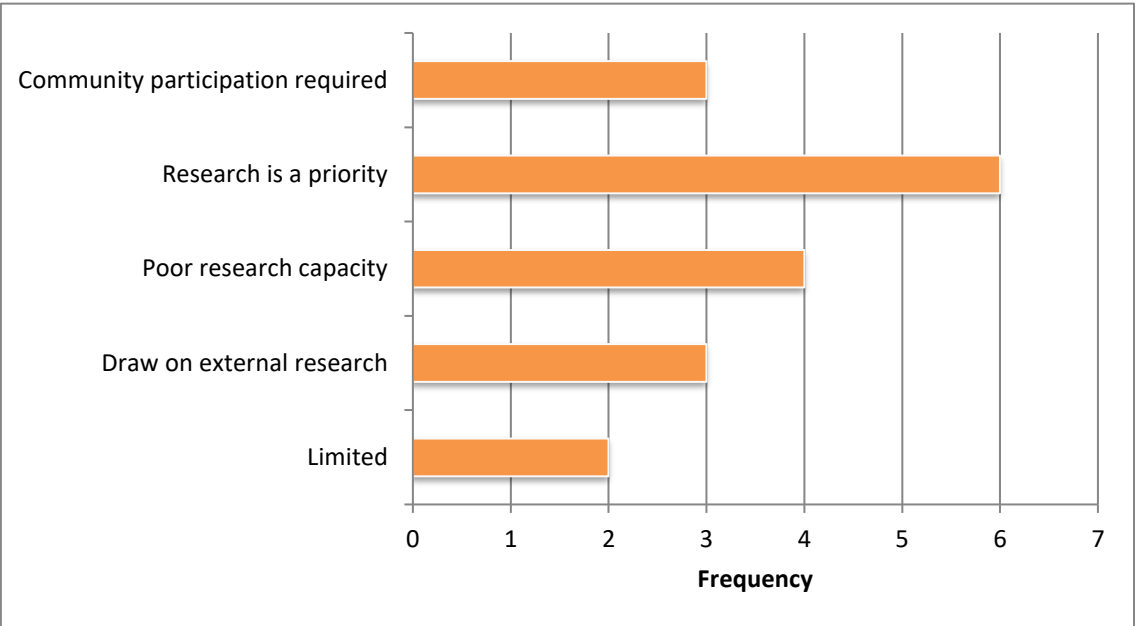


Figure 49 Frequencies for Research Subthemes

On the question of funding, there was consensus about it originating from the government with some foreign investment. The descriptions of the origins of the funding appeared though to diverge on their specific details. According to multiple participants, there is currently some foreign investment but in very small quantities and declining, due to the unfavourable political situation. One respondent specified that there are government owned projects, and Libyan, or joint Libyan and foreign, private sector projects and that all are funded or helped to some degree by the government. According to another participant, funding for tourism projects comes from social insurance funds, development banks, trading banks and general government funds.

Questioned about the aptness of government control on foreign investment, significant consensus agreed on the perceived necessity as indicated in Figure 50. . There was, however, disagreement on the amount and type of control. There was moderate support for private/public partnerships involving government support and supervision. Similarly, there was some support for government appraisal of investors.

“evaluate the investors’ economic decisions and profit and its social and economic effects.” [Interviewee No.5]

Last but not least, there was also moderate support for limiting the role of government control in the long run.

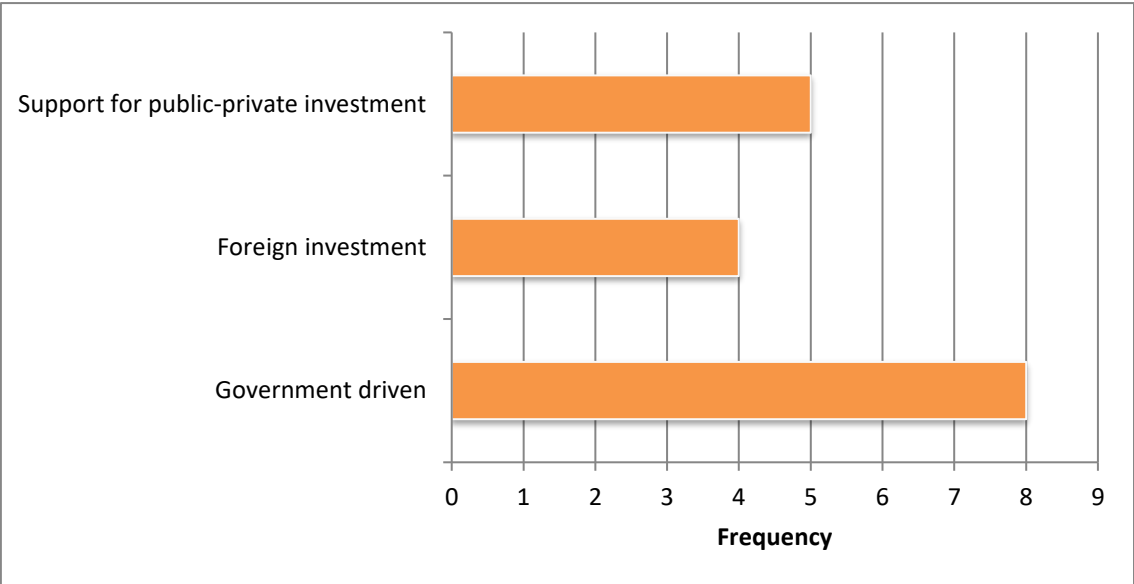


Figure 50 Frequencies for Investment Subthemes

Participants were asked if the management of tourism projects is local and Libyan. A majority responded that tourism staff and management are mostly Libyan, with some foreign staff and experts. On the other hand, as shown in Figure 51 a minority indicated the need to bring in foreign skilled expertise. In response to the use of international experts and consultants, there was significant agreement on their utilisation:

“The presence of international experts is barely noticeable.”
[Interviewee No.1]

However one participant pointed out that the vast majority of technical staff is foreign. Some emphasis was placed on the role international experts could play, but this was considered as a future possibility rather than a current situation.

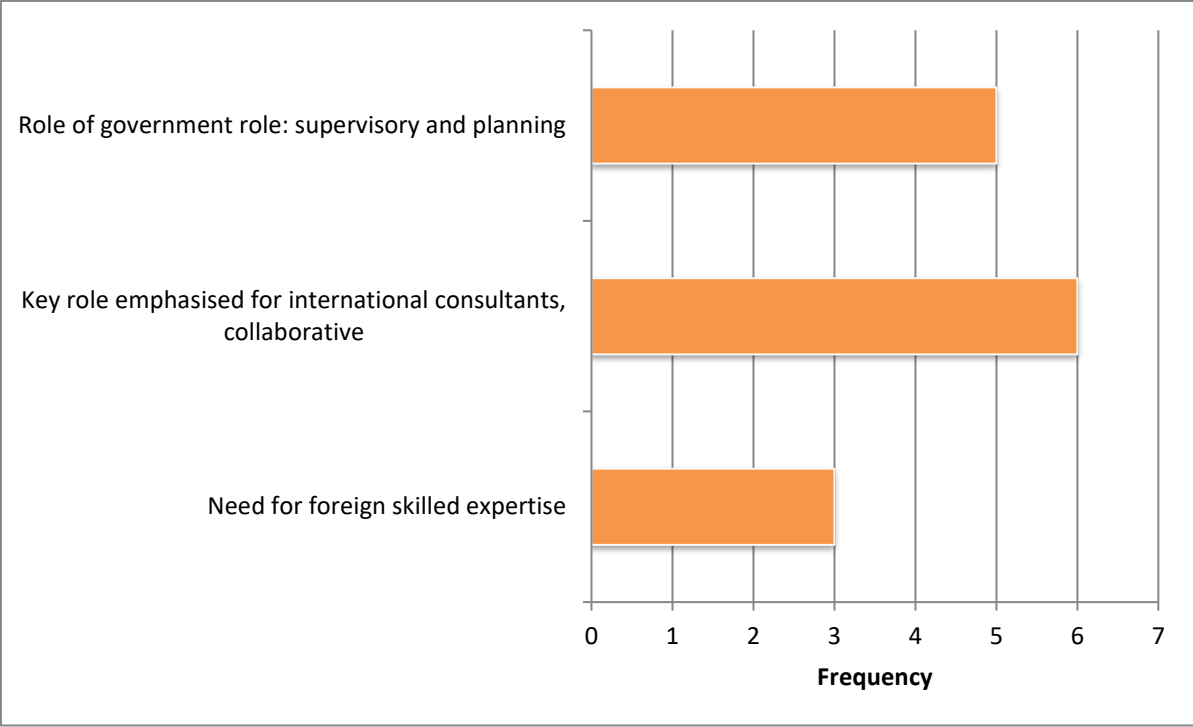


Figure 51 Frequencies for Management Subthemes

On the relationship between tourism projects’ management and government organisations, the respondents generally agreed on the close relationship between the two, but indicated different types thereof. While some prominence was given to the technical and administrative aid given by the government to tourism projects, one participant emphasized the government’s supervisory role. Another respondent specified that the government’s boards involved are the higher board of planning, local planning boards, and the board of economic and social development.

5.2.2.2 Interview Responses from Educators

Practitioners from the education sector were interviewed about their involvement in the training, education and developing of marketing and the country’s education and training capacity and needs. In total nine educators were interviewed from different areas in Libya, mainly Tobruk, Benghazi and

Al-Beyda. Table 5 summarises the results of the thematic analysis outlining the principal themes identified.

Table 5 Thematic Analysis of Educator Interviews

Theme	Issues
HR Challenges	<ul style="list-style-type: none"> • Instability and conflict • Destruction of facilities and resources • Positive sentiments • Attracting foreign investment • Strategic and administrative planning
eMarketing Needs	<ul style="list-style-type: none"> • Opportunity to design new modern programmes • Adapting to national context
Funding Ownership	<ul style="list-style-type: none"> • Government direct to eMarketing and tourism
Timescales	<ul style="list-style-type: none"> • Medium and long term • Contingent on stability • Flexible timescales
Education capacity	<ul style="list-style-type: none"> • Adequate resources skills and emarketing expertise

In relation to participants' views on the future and the training and competence of people to manage the tourism industry as shown in

Figure 52 all respondents iterated the need for stability and security to be reinstated before the tourism industry can be developed.

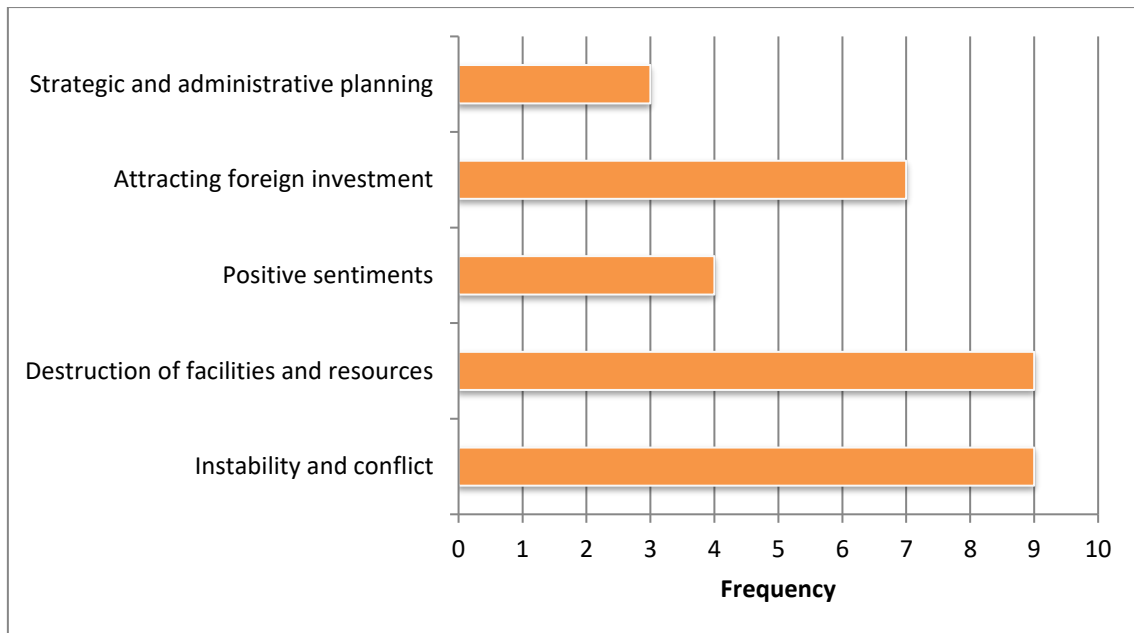


Figure 52 Frequencies for HR Challenges Subthemes

A minority noted that development plans for the tourism industry were already being drawn up before the civil war, and though halted by the unrest would be easily retrievable. The majority of respondents were positive about the country's tourism potential and its ability to attract foreign investment in the sector once security was re-established. Significant consensus was also observable on the need for governmental, strategic and administrative investment in the sector. One participant noted that:

“development and training operations inside the country and outside it are still ongoing”. [Interviewee No. 11]

The key themes to emerge from the interviews with educators in relation to education capacity, timescales, funding ownership, and e-marketing needs are summarised in Figure 53.

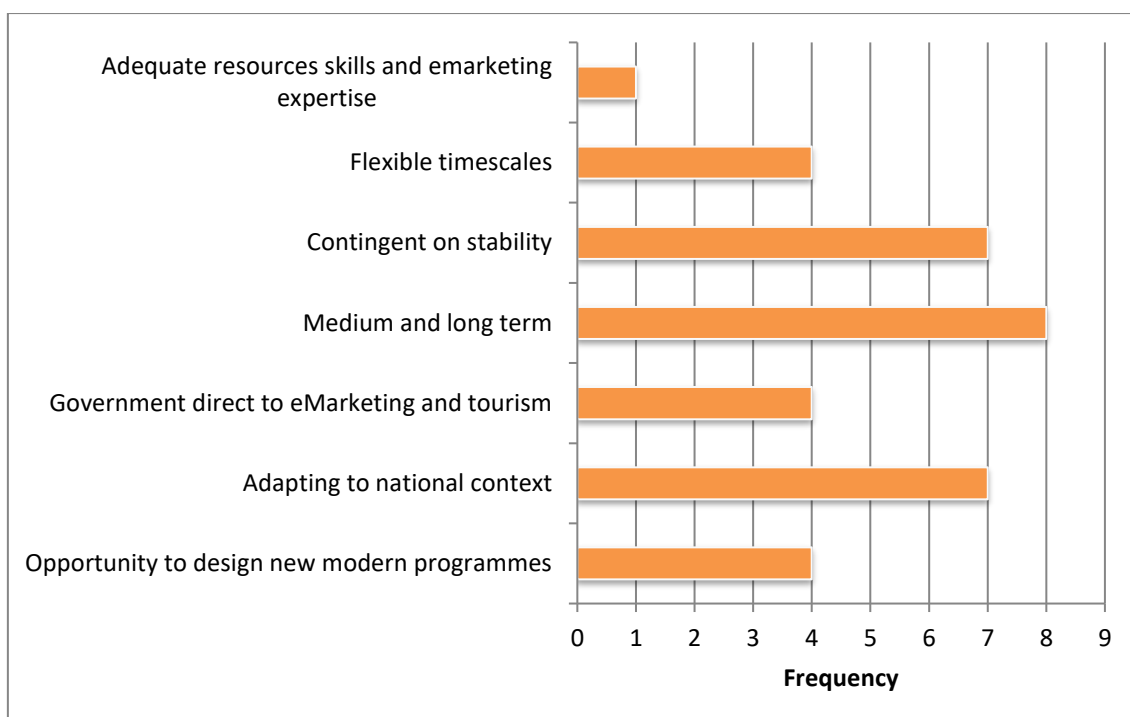


Figure 53 Frequencies for Education Issue Subthemes

On the issue of the capability and capacity of universities to deliver on the training agenda, few believed that the necessary skills and expertise existed within the education sector to provide training on e-marketing and new technologies. Many respondents pointed out the dearth of trained educators or the need for educators' skills to be increased and developed. Opinions diverged on the presence of the appropriate technological resources and infrastructure to implement the training agenda. The minority view indicated there are already enough resources. For example, one interviewee highlighted:

"We are developing information technology infrastructure to connect universities via a modern communications network". [Interviewee No.16]

However there was consistent mention among a majority of a shortage of adequate resources.

"to tackle overcrowding and poor teaching standards in the system, we have sent a number of students abroad." [Interviewee No.13]

In regards to the necessary time scales for responding to development needs, only a minority of participants considered that preparations for the future should commence at the present time. In contrast a majority consistently prioritised planning for the medium and long term before any other step could be taken. Several participants pointed out the need for security and stability to return, and one participant highlighted the urgency of protecting the country's cultural and natural resources.

“protection is a priority at the moment, in light of vandalism and deterioration that these resources are experiencing.” [Interviewee No.10]

One respondent underlined how competition between different areas and countries can improve the plan's quality of execution.

In relation to responsibility for financing the development of new training programs, participants were evenly divided between those favouring the government as the main funder, and those who advocated a joint responsibility between the public and private sectors. One interviewee asserted that:

“international organisations could possibly help to fund these programmes as a type of aid to the country.” [Interviewee No.14]

Of those who supported joint funding responsibility, a minority suggested a supervisory and advisory role for the government. Another participant believed this supervisory role should be played by those in the tourism sector. There was a lack of consensus in relation to the government resources available however. The majority of participants who mentioned this perceived a present lack of government funds available for the tourism and education sectors, while a minority considered that the country's oil resources provide enough wealth to fund programmes. Concerning the requirement for the design of new programmes to teach new marketing techniques the majority of participants agreed that new educational programmes would need to be developed, while a minority thought that updating the current programmes would be sufficient.

“In order to be up to date with new programs and modern technology, we are reviewing our current teaching techniques.”

[Interviewee No.9]

Another respondent pointed out that training programmes used abroad would need to be adapted,

“so it is appropriate for the reality and environment of Libya.”

[Interviewee No.12]

The importance of new technologies and marketing techniques for the economy in general and the tourism sector in particular were acknowledged by all interviewees.

5.2.2.3 Interview Responses from Citizens

Libyan citizens were interviewed to gather views on their needs and aspirations and views in the critical factors and processes to ensure Libya has a sustainable tourism development future. A total of eight citizens were interviewed located in the three areas of Tobruk, Benghazi and Al-Beyida. Table 5 provides a summary of the key themes identified in the thematic analysis of the interviews.

A significant factor cited by a majority of participants was the need to first establish security and political stability as a critical antecedent to tourism development. Another factor highlighted by multiple participants was the importance of developing tourism resources through investment in infrastructure and human resources, with several citing needing investment in education and training as indicated in Figure 54. Several participants mentioned

the importance of private investment, citing the need to remove investment restrictions and improve investment conditions.

“presenting facilities for local and international investors”.

[Interviewee No. 24]

Table 6 Thematic Analysis of Citizen Interviews

Theme	Issues
Needs and Aspirations	<ul style="list-style-type: none"> • Investment in infrastructure and employment • Education and training • Freedom to invest • Develop tourism
Participation	<ul style="list-style-type: none"> • Government should facilitate • Citizen involvement in planning and coordination • Engage in product design and development • Destination marketing on social media
Challenges	<ul style="list-style-type: none"> • Stability • Functioning government institutions • Digital skills development
Role of citizen in destinations management and marketing	<ul style="list-style-type: none"> • Local marketing • Product development • Need access to knowledge and technology

	<ul style="list-style-type: none"> • Promoting destinations in social media
Engagement Strategies	<ul style="list-style-type: none"> • Multiple short-term projects • Implement training and awareness • Education and training • Consultant support • Communicate strategy: news, info, benefits • Entrepreneurial support
eMarketing application	<ul style="list-style-type: none"> • Viewed as critical • Create and share content • Image promotion • Brand development • Social Media • Information and research system
Tourism development projects	<ul style="list-style-type: none"> • Limited in tourism development • Strong community interest • Educational and job benefits perceived • Viewed as vital • Priority for government funding

Multiple participants also pointed to the value of awareness and belief of the importance and benefits of tourism development, with different participants emphasising understanding at diverse levels from local communities to government. One suggests this could lead to greater understanding of the significance of protecting tourism resources.

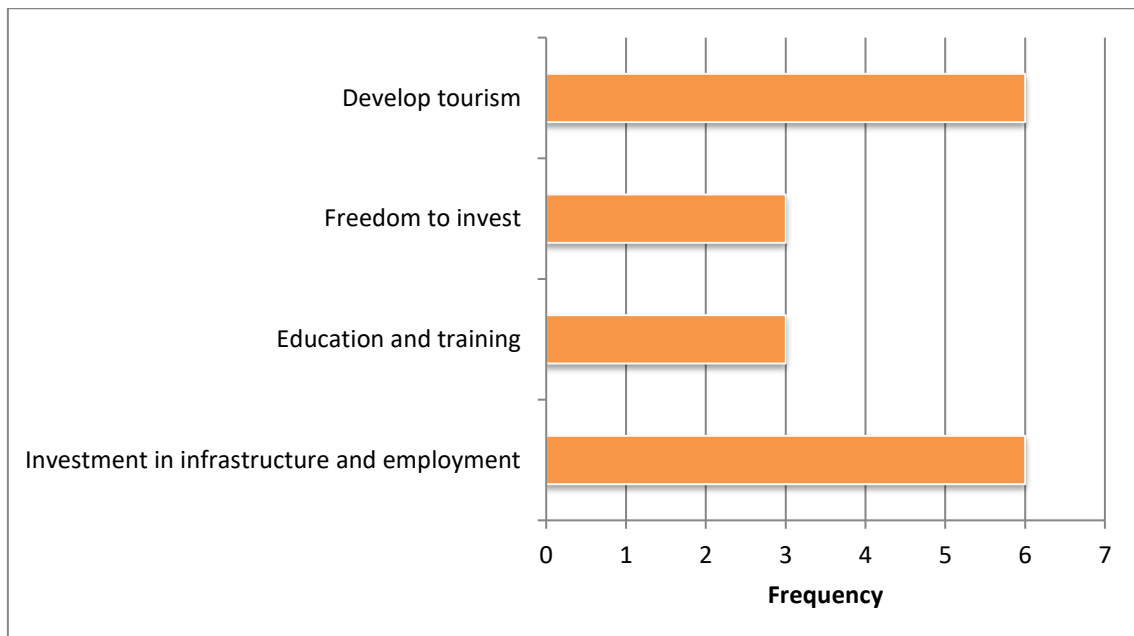


Figure 54 Frequencies for Needs and Aspirations Subthemes

A number of key issues emerged in relation to citizen involvement in managing and promoting tourism destinations. A key point that received significant consensus was the role of government in strategic planning and coordination and facilitation of citizen and community involvement as shown in Figure 55. Several interviewees cited the significant potential for citizens to participate in both conceiving and implementing strategies and projects.

“they can contribute to creating and executing marketing strategies, on the condition that there is a development plan with clear aims”. Another stated: “can play a greater positive role in the task of administering tourism projects, and they also have the ability in developing services and marketing technology”. [Interviewee No.20]

Some emphasis was placed on the notion that Libyans already own the skills, expertise and knowledge to be able to make a valuable contribution to strategic and local tourism development. A critical issue emphasised by several participants was the ability for individual citizens on a personal level to contribute to the marketing and promotion of Libya as a tourism destination. Social media was viewed as an essential feature of this capacity.

“The social media provides one of the biggest opportunities for citizens to be involved in marketing. The availability of mobile and smart phones means that every citizen can easily become involved and to take videos, pictures and give comments about Libya’s tourist destinations”. [Interviewee No.22]

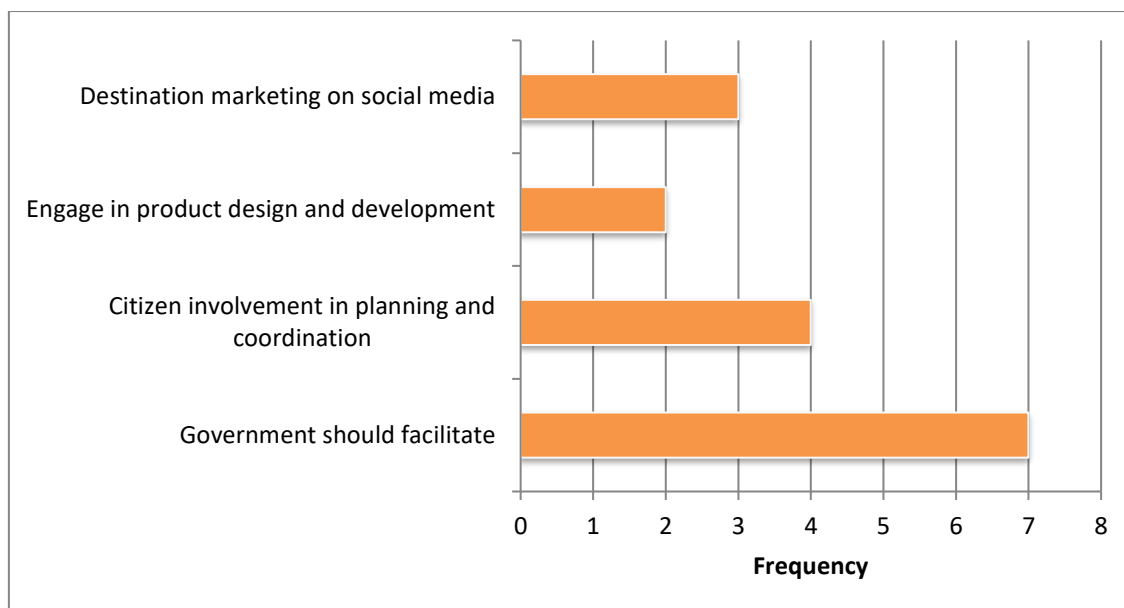


Figure 55 Frequencies for Participation Subthemes

Another responded:

“They can also help by simply sharing pictures of Libya on social media sites to attract tourists there, and they can even organize cultural festivals to showcase things like local food or traditional clothing”. [Interviewee No.18]

Perceived problems or challenges in participatory development of tourism are summarised in Figure 56. The key issue consistently emphasised by nearly all participants focused on government and the need for political stability and functioning government institutions to pursue development objectives. Several noted a previous lack of sector prioritisation and development planning within government.

“the stability of the administration of the tourism sector, that hasn't been stable, since it's mechanisms continue to change from government to government, ...which causes issues in executing the plans”. [Interviewee No.21]

Participants noted firstly that government was necessary to coordinate and standardise ways in which citizens can engage and secondly to ensure the participation of all sections of society. Moderate consensus further identified a

core challenge for citizens in the need to develop the digital skills which can facilitate greater engagement and involvement.

“We need to develop a strategy so that all parts of society can develop digital skills to produce good quality content.” [Interviewee No.23]

Another emphasised however that many communities do not have access to digital technologies restricting their capacity to participate.

In relation to early citizen involvement in tourism product design, diverse views were noted among participants.

Figure 57 provides an overview of the key overall themes to emerge in relation to citizen roles.

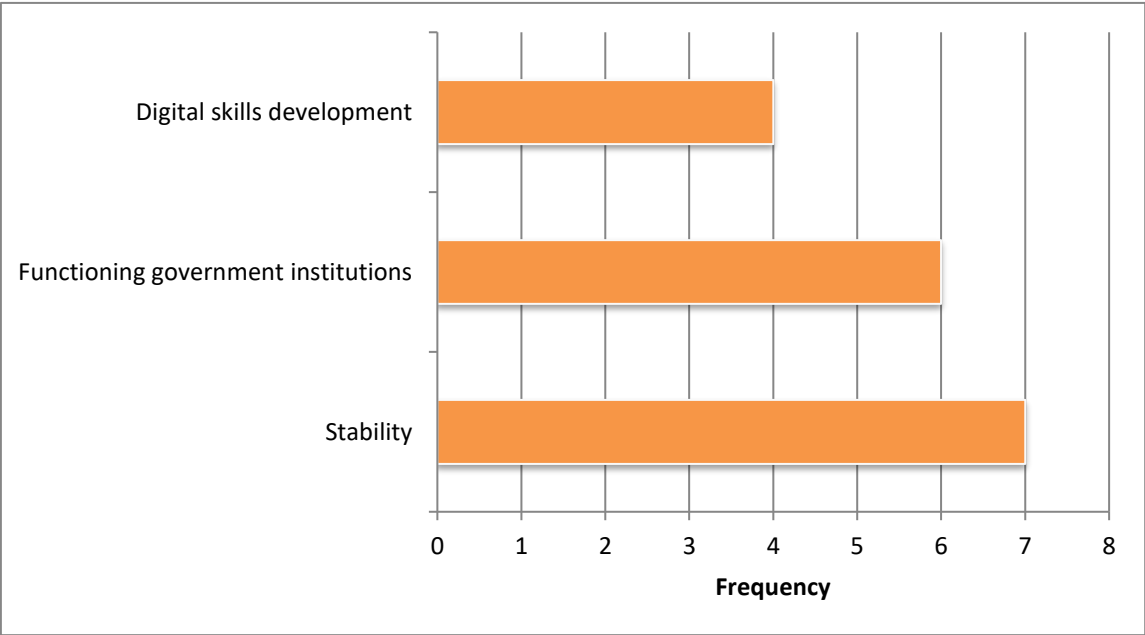


Figure 56 Frequencies for Challenges Subthemes

A moderate level of consensus was evidenced on the need for locally-based measures to encourage involvement in tourism development particularly in relation to encouraging local entrepreneurs with financial support.

“Providing financial support can help to generate ideas and product development at the local level.” [Interviewee No.21]

Similarly another argued for:

“Launching schemes to encourage local business owners to develop and upgrade their tourism projects”. [Interviewee No.19]

However there was a difference in view over the timing of citizen involvement in tourism development and product design. One participant believed that initially experts should contribute to early development planning while citizen involvement is more appropriate in later stages. In direct contrast another interviewee emphasised the need for an effective system which facilitates community involvement in decision-making from the earliest opportunity.

“We need to ensure they have the opportunity to participate in the tourism policies. As a result they have knowledge of the product development. This is especially the case if the government provides opportunities for citizens to become entrepreneurs”. [Interviewee No.22]

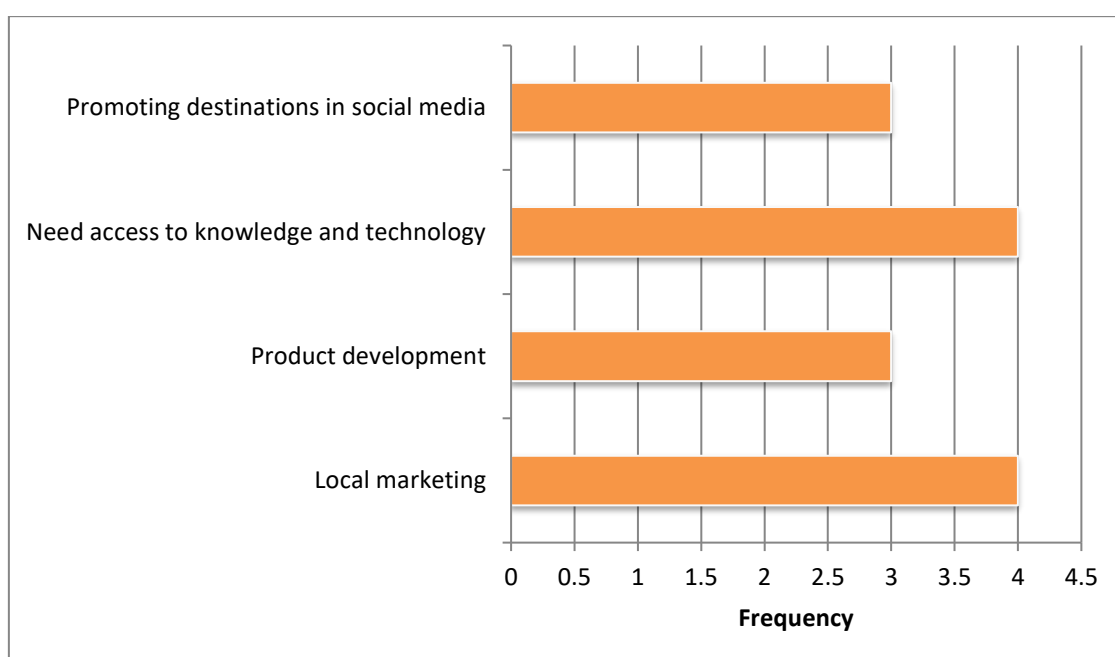


Figure 57 Frequencies for Citizen Role Subthemes

In relation to how citizen involvement can be encouraged a number of means were suggested although no single avenue received majority support.

Figure 58 shows the frequency of the different themes mentioned. A moderate level of consensus pointed to the significance of education and awareness-raising. In particular communication strategies involving a range of national media were suggested by multiple participants in order to highlight the benefits of tourism for citizens.

“communicate the opportunities that tourism development and make clear how people can be involved. We should emphasise its importance for the education, creating jobs and businesses and advertise the consultation opportunities”. [Interviewee No.25]

To a lesser degree there was support for the notion that the development of larger tourism projects will highlight the benefits of tourism for citizens and act to encourage local involvement and entrepreneurialism.

”This will make the locals understand that developing tourism will have positive effects for them because it creates profit”.
[Interviewee No.21]

There was some emphasis placed on training programmes to raise awareness and knowledge of tourism:

“We are in need of multiple short term training projects for all those who are interested in being part of the tourism development”. [Interviewee No.24]

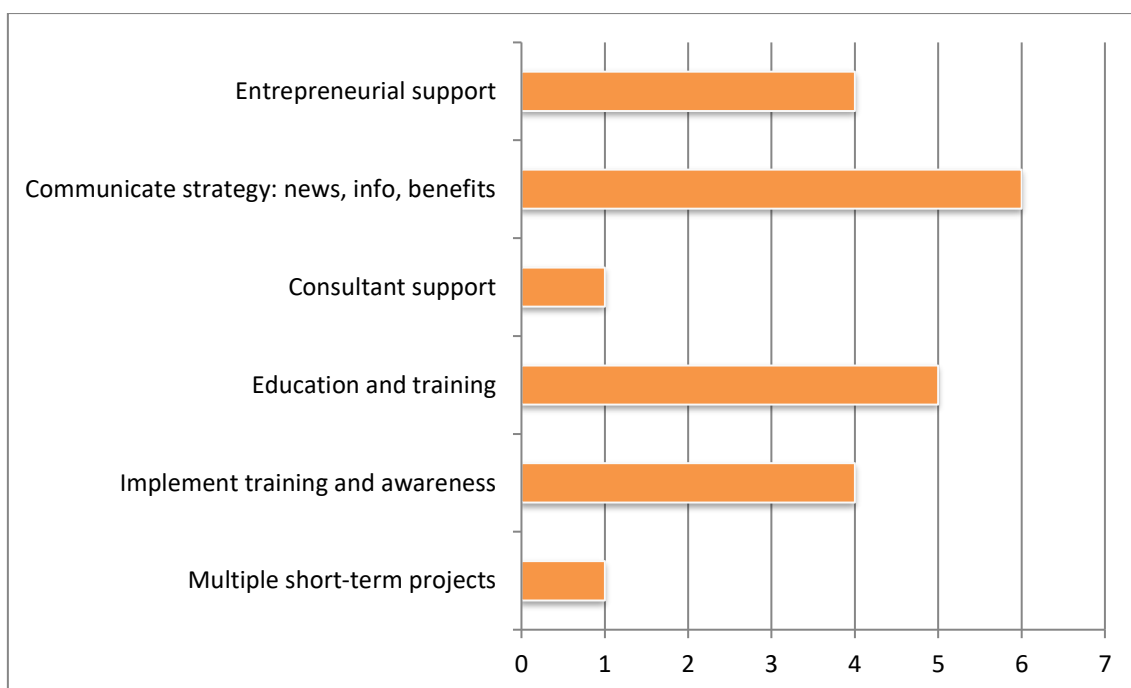


Figure 58 Frequencies for Engagement Strategies Subthemes

To sustain citizen interest and involvement in tourism development a strong consensus emphasised the importance of citizen participation in the economic benefits of tourism. In particular local businesses and citizens were highlighted as critical beneficiaries in order for interest in tourism development to be sustained.

“When locals begin to see the evidence of direct and indirect financial come backs from the development of this sector, their interest and involvement will be sustained and effective”.

[Interviewee No.20]

A key issue underlined by several participants was the need for employment opportunities to maintain involvement. For example, one participated cited:

“facilitating the opportunities of work in this sector, making tourism their main income and thus they will become the most avid supporters of tourism and its development” [Interviewee No.18].

Moderate emphasis was also placed on informing and raising awareness among citizens in relation to the on-going benefits that tourism is bringing to

the country. One participant mentioned the need to communicate “fresh and relevant” initiatives and the sharing of news and events. Several participants highlighted that successes and achievements should be continually communicated.

“We can do this by firstly making certain that there is good communication about the progress and the achievements”.

[Interviewee No.22]

Another asserted:

“We should share successes and create rewards and benefits and acknowledgement for the effort of the communities’ involvement”.

[Interviewee No.20]

A minority view suggested that education is a key means of achieving sustained involvement providing the ability to promote the importance of tourism to national and local development.

Citizens were interviewed about ways in which eMarketing may be deployed to ensure a co-ordinated and cohesive approach to tourism development. Overall nearly all participants acknowledged that it could play a central role as shown in Figure 59. Views were focused to a moderate extent on the beneficial linkages it created between tourism authorities and consumers.

“E marketing is very important because it is an easy way for a tourist to get a general idea about the tourism sites in Libya, and it beneficial to advertisers because they can target their advertisements to who is most likely to be interested judging by their online activity”. [Interviewee No.24]

Nevertheless much lesser emphasis was placed on its role as part of an integrated and cohesive approach to tourism development. A minority of participants strongly highlighted its potential as a tool for linking all dimensions of marketing.

“from communicating the image and the products, creating and storing online information that can be used for different purposes as well as using online social networks to generate content by citizens, the industry and the consumer”. [Interviewee No.19]

Another highlighted the possibility for:

“creating comprehensive communication system and providing tools that provide intelligence, supporting decision-making and generate awareness and knowledge to all stakeholders”. [Interviewee No.25]

A small minority of participants provided methods on how this could be achieved. One highlighted the importance of government adoption for tourism promotion while another underlined the key role of a credible communication and planning system that comprehensively connects all the key stakeholders using the technology. These were held to include government, industry, academia and the community.

In relation to participants' experience of working on community tourism development projects a significant minority of participants had acquired some experience. This extended to coordination of local projects and study of economic feasibility. The remaining participants expressed strong interest in the development of tourism.

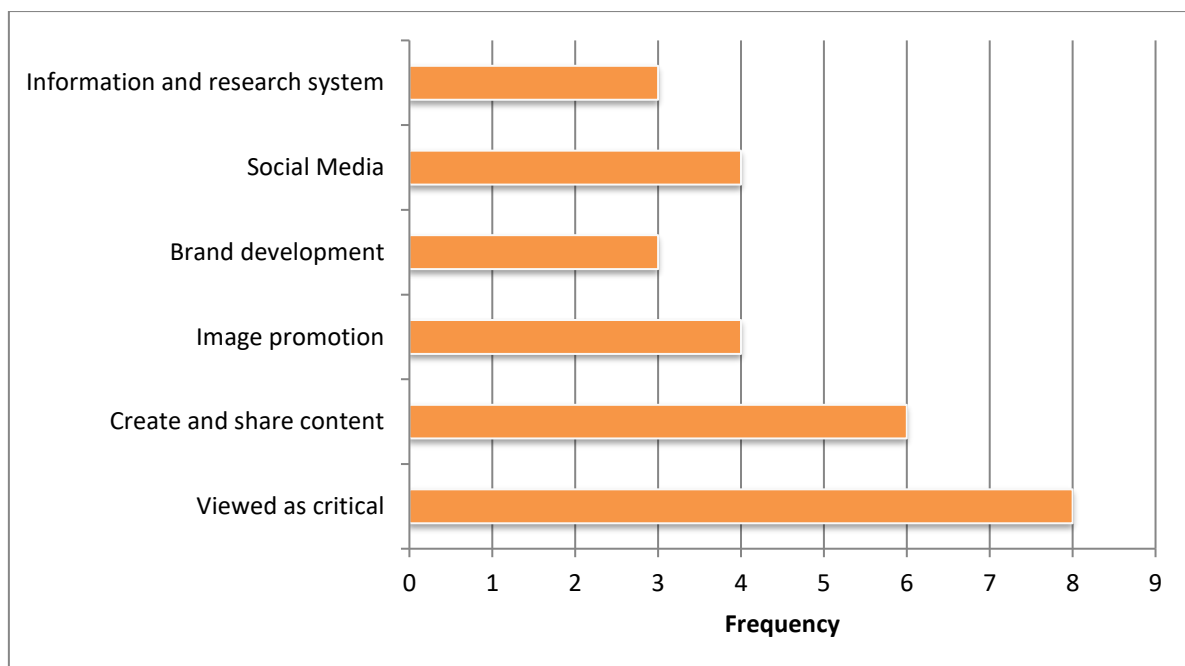


Figure 59 Frequencies for eMarketing Application Subthemes

With respect to whether participants would consider working on tourism development projects a positive response from all participants was evidenced. A minority of participants expressed the desire to join the industry in a functional capacity in either training or marketing. A smaller number stated that they could see potential for commercial involvement in their own local projects.

Community benefit from involvement in tourism development gained strong majority support. Two key benefits of local economic prosperity and the creation of job opportunities gained significant consensus while to a lesser extent greater educational opportunities were mentioned. For example one interviewee cited:

: “opportunities to educate the young people and give hope and future. It can create jobs and provide prosperity for the communities”. [Interviewee No.18]

Other benefits were addressed emerging from minority views. These principally emphasised cultural advantages in the exchange of cultural experiences and the potential for improvement in infrastructure, leisure and lifestyle. One interviewee underlined the value of ensuring that benefits were

distributed across the community and not just to large commercial concerns or individuals.

On whether the government should invest now in tourism projects for the future there was significant consensus that it should. The majority cited the need to allocate direct government funding into tourism development.

“Yes, this is vital and important, the government must spend the necessary money to upgrading the infrastructure in the tourism sector”. [Interviewee No.25]

A key issue consistently mentioned was the need for the government to collaborate with and facilitate the involvement of the private sector to secure investment.

“This can either be done directly, by launching projects under its supervision, or indirectly by loaning private investors or co-operating with them so that they can build successful tourism projects in the future”. [Interviewee No.23]

Nevertheless a small minority of interviewees disagreed with the overall consensus and expressed the view that the current unstable situation inhibited the timing and nature of investment while the future context was unknown.

In regard to the different ways that Libya could use e-marketing as an effective strategy participants provided a range of different ways that it could be used. Significant emphasis was placed on the role of e-marketing for generating and distributing content promoting Libya’s attractions and resources. Its global reach was emphasised by one participant:

“eMarketing provides a powerful tool to develop the image and brand of Libya and communicate it around the world. It provides many different channels to promote all the different destinations in Libya”. [Interviewee No.21]

A minority of participants also noted the potential for seamlessly combining marketing and promotion and efficient services to tourists.

“eMarketing can be used to provide integrated branding and promotion which connect destination websites, social networks and information systems and booking systems”. [Interviewee No.24]

One participant underlined that e-marketing provided channels for citizens to be individually involved in destination promotion while another focused on its multi-channel reach. Another noted the need to access expertise in electronic marketing from external sources.

In relation to whether e-marketing should be co-ordinated centrally or left to individual tourism businesses significant consensus was evident for a combined approach that involved both government and the private sector for mutual benefit. For one participant this was held to be essential given the lack of physical and institutional infrastructure. Other participants pointed to the necessity for reciprocal and “trusted” cooperation.

“There must be a lead tourism authority but it should include representatives from all areas. They can discuss a central strategy that can promote tourism and supports businesses”. [Interviewee No.22]

Some emphasis was placed on the different but complementary roles that governments and private business can play in coordination. These extended to facilitating processes and providing marketing support to tourism businesses. One participant noted for example that:

“The government can provide international marketing support to market the country and develop the Libyan brand. This can be done in partnership with businesses. Individual businesses can also promote and advertise their individual services and products”. [Interviewee No.18]

However a minority view suggested that initially government and tourism authorities would be best placed to coordinate e-marketing efforts.

5.2.2.4 Interview Responses from Industry

Industry participants were interviewed in relation to the current capacity and future possibilities for the Libyan tourism sector. A total of seven industry participants were sampled with three working in the hospitality sector, another in the retail sector, while the remainder are a travel agent, guide, and entrepreneur. All the participants were located in Tobruk, Benghazi or Al-Beyda.

Table 7 Thematic Analysis of Industry Interviews

Theme	Issues
Responsiveness	<ul style="list-style-type: none"> • Limited • Requires skilled staff • Customer service skills • Contingent of government support
Industry capacity	<ul style="list-style-type: none"> • Need to invest in knowledge management • Lack of technology
Booking Processes	<ul style="list-style-type: none"> • Outdated • Difficult
eMarketing training	<ul style="list-style-type: none"> • Private workshops • International • Need for marketing training internally
eMarketing	<ul style="list-style-type: none"> • Critical • Requires infrastructure and training • Opportunity to implement new system

When questioned on the responsiveness of the Libyan tourism sector to a possible future upsurge in tourism demand, there was significant consensus among respondents that, at present, there are too many obstacles to be overcome for the sector to be able to quickly and adequately respond. On the other hand, multiple participants emphasised the industry's ability to respond at speed, while conceding there are major difficulties. The impediments mentioned, aside from the lack of security, were the complexity of the visa procedures, the need for international money transactions to be reinstated, the damage to the country's infrastructure, the necessity to rebuild the trust of

tourists, and to have a plan and funding for tourism development. Issues in relation to the workforce were also highlighted by multiple interviewees.

“attract, retain and develop motivated workers with strong customer service skills so that they can be flexible and responsive.”

[Interviewee No.28]

As regards the timescale necessary to respond to renewed demand, participants' views varied from “within weeks” to “3-5 years”. A key issue regularly referred to as a fundamental premise was the stabilisation of the safety situation in Libya. As shown in Figure 60 a majority view underlined the need for financial and government support, as well as the role of the education sector in developing human resources.

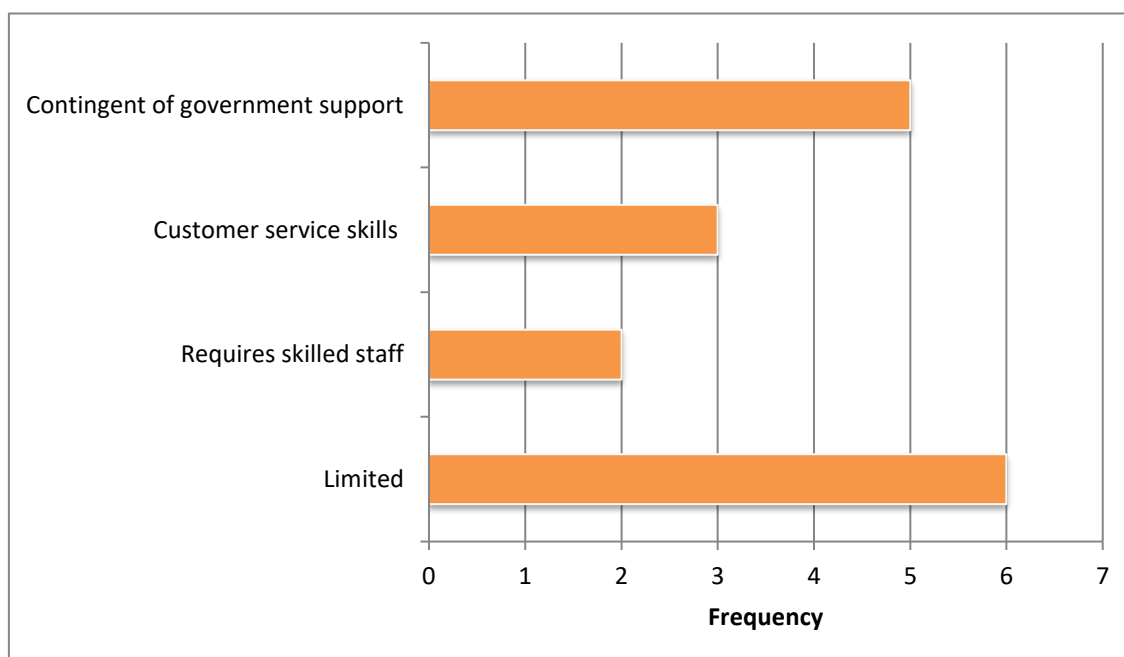


Figure 60 Frequencies for Responsiveness Subthemes

Concerning the necessary government help, many specific points were given prominence by respondents. In descending order the key issues highlighted were:

- The re-establishment of banking activities and loaning, as well as of the international credit card and money transactions system;
- The development of an ICT infrastructure;

- The simplification of visa applications and administrative procedures;
- The maintenance of tourism infrastructure, attractions and facilities;
- The production of promotional material and other marketing related activities;
- To a lesser extent, the stabilization of the currency, the development of education, the attraction of foreign investment capital, and the provision of land and financial help.

Participants were asked about the current amount of expertise in new technologies, which would allow the development of the tourism market. The greatest majority recognized there is a significant need to invest in and develop the knowledge and expertise already present in the country. One participant simply stated:

“there is no modern technology in the present time.” [Interviewee No.30]

On the matter of bookings, all participants but one indicated that international bookings are made via deals and partnerships with foreign agencies. To a lesser extent mention was made of direct bookings made by phone or in person, mainly by Libyan nationals. One respondent noted that making a booking:

“is very difficult, and relies on insider assistance.” [Interviewee No.28]

Another participant asserted that:

“booking by email is not popular because of lack of workers trained to use modern technology.” [Interviewee No.31]

Participants were asked about the way expertise on IT and marketing is being acquired. The following means of acquisition were evenly referred to: privately run workshops, training courses attended in foreign countries, and self-training. Figure 61 shows that to a lesser extent, the need to access training in

the use of new technologies and modern marketing techniques was emphasised.

All respondents agreed that the adoption of e-marketing technologies to attract tourists would be highly desirable. There was a clear awareness of the opportunities offered by and the necessity of using e-marketing. The key potentialities mentioned were the ease of communication with global customers, the time and money-saving possibilities, and chance to personalise relationships through the elimination of intermediaries. However, one participant bleakly declared that:

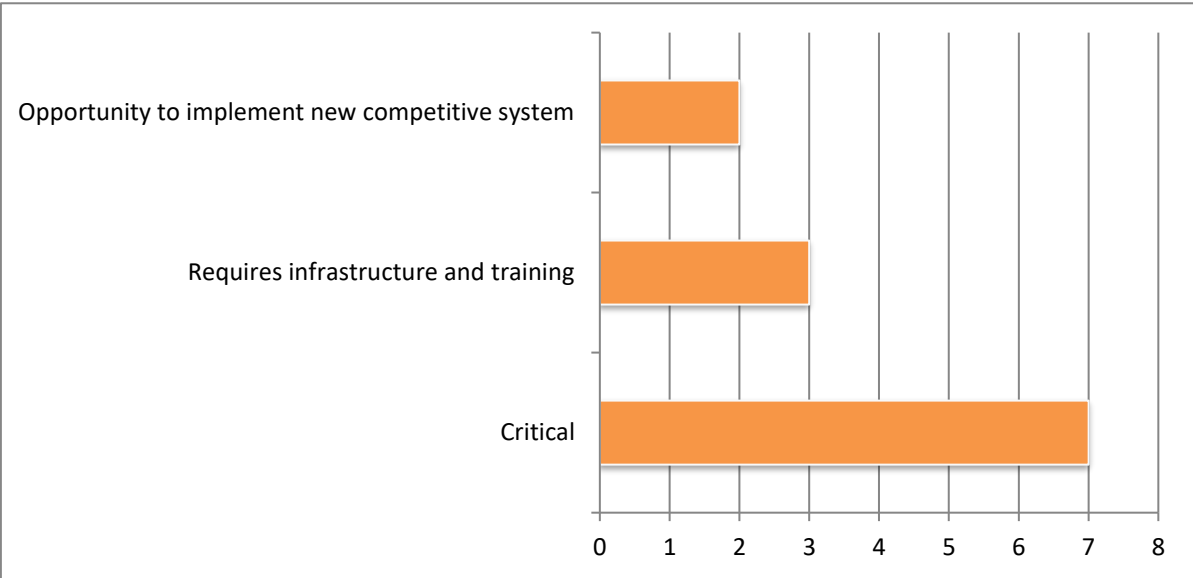


Figure 61 Frequency of Skills Acquisition Subthemes

“it is not used because of lack of trained workers and because most of the country is not connected to the Internet.” [Interviewee No.26]

One respondent highlighted the paucity of professionalism in the tourism industry, particularly in the food and drinks sector, and the outdatedness of the formal training available, while underlining the lack of practical experience of the few trained workers, the simplicity of the in-work training given, and the resulting unfamiliarity with the modern concepts of hospitality work, such as

the value placed on the customer or the importance of team building and organisational commitment. Another oft-repeated concern regarded the need for international training and education to be made available, coupled with an improvement and raising of standards in the current tourism education sector. There was some emphasis placed on training programmes to raise awareness and knowledge of tourism. One respondent indicated that more than three decades have passed since hospitality students were last given the opportunity to study abroad and this would impact on the level of knowledge and professionalism in the workforce and deliver good quality service. Staff opinions regarding the factors, such as practices and conditions, impacting their performance, standards of service and work environment were not taken into account in the Plan (Naama et al., 2008).

5.2.2.5 Interview Responses from Experts

Interviews with a small sample of three marketing experts in Libya focused on exploring factors, issues and barriers in developing a sustainable model for post-crisis tourism marketing. In relation to the online buying behaviours of target consumers, significant consensus supported the notion that Muslim tourists extensively rely on social media sites for information and recommendations.

“There is major use of social media for sharing information and use of Muslim sites and networks to verify and search for recommendations and advice”. [Interviewee No.34]

In particular a strong emphasis was placed on the religious and cultural interests of Muslim customers which were asserted by the majority of participants to drive online information-seeking and social media behaviour.

“There is a great use of...social networking and information sharing in social media about tourist destinations. There is major trend in intelligence about Muslim-friendliness in terms of prayers, food...”. [Interviewee No.33]

Consumer use of online and social media channels was suggested by the majority to be highly beneficial in terms of being able to provide detailed understanding for targeted promotion of Libyan tourism. One participant remarked that this provided the ability to address the decision-making processes of Muslim customers and another the capacity to understand preferences and interests and needs and to segment customers. A range of tools received strong support for guiding emarketing strategies including datamining and online tracking of customer behaviour to categorise interests and trends and generate profiles.

Concerning the integration of demand and supply using eMarketing there was significant consensus that it provided strong opportunities for achieving this effectively to benefit Libyan tourism development. One participant emphasised the real-time information afforded on consumer demand behaviour and needs which could be used to responsively manage and tailor services on the supply side. Another interviewee underlined that networked communications allowed for the sharing of tourism experiences at the point of supply which in turn can drive demand. The notion of being able to showcase what was available on the supply side through user sharing of the consumption of services was referred to consistently by the majority. This was viewed by one participant as made more effective by adopting an integrated communications approach. They asserted that:

“this gives customers different ways and opportunities to share their product experience visually through graphics, images, video or editorially through writing blogs, reviews, likes”. [Interviewee No.35]

This participant further linked to the notion that e-marketing and social media can provide an important platform for consumer co-creation and involvement in the development of new products and services.

Table 8 Thematic Analysis of Expert Interviews

Theme	Issues
Online Consumer Behaviour	<ul style="list-style-type: none"> • Importance of social networks, • Online and social media for targeting • Digital can assist in understanding needs
Integrating Supply and Demand	<ul style="list-style-type: none"> • Respond to needs based on intelligence gathered online • Facilitate information sharing • Sharing of experiences linking visitors with prospective tourists • Connect destination employees and citizens with consumers online • Provide digital access to citizens to share knowledge and promote • Destination champions
Application of eMarketing technology	<ul style="list-style-type: none"> • Social media • Gamification • Virtual reality • Management information systems • eLearning to share knowledge, collaborate and research • Engage young citizens
Role in transitional development	<ul style="list-style-type: none"> • Sustain safe zone in virtual infrastructure • Responsive digital system • Create virtual communities and teams • Powerful in image management • Connect and communicate stakeholders • Support flexible dynamic strategy
Monitoring External Environment	<ul style="list-style-type: none"> • Emarketing can provide information framework • Generate and disseminate information • Supports research, knowledge transfer and datamining • Supports training and development

In terms of how e-marketing can promote the dissemination of social intelligence to influence tourist decision-making all participants were in agreement that this significantly involved the input and contribution of the wider and local communities.

“Social intelligence depends on all stakeholders having opportunity through all forms to engage and contribute to the social network”.

[Interviewee No.34]

Strong consensus supported the engagement of tourists in creating social intelligence with one participant citing that this could work either unilaterally or bilaterally with tourists and services interacting to capture experiences and sharing them with the wider public. Other stakeholders consistently acknowledged to be critical included employees, schools and businesses that could be encouraged to share social intelligence. For example one interviewee asserted:

“Employees in the communities can also be engaged to contribute their unique knowledge and insights in social networks”.

[Interviewee No.33]

A key issue referred to consistently was the need for government support and coordination. One participant pointed to the benefits of centralised direction.

“This can be supported by the government and the tourist industry to ensure that it happens in planned approach and also in dynamic way so in the end we have wealth of social intelligence...that can inform decision-making”. [Interviewee No.35]

Another highlighted that training, support and destination champions would help to ensure effectiveness.

In regards to the role of different e-marketing tools in maximising tourism development in relation to inward investment, collaboration and communication with stakeholders, participants expressed a diverse range of views and there was limited consensus on any single means. One interviewee provided three key ways in which e-marketing tools such as social media and gamification could be applied. Firstly they viewed social media as a critical tool to promote discussion and sharing of knowledge among diverse stakeholders in relation to the investment climate and opportunities within Libya. This was asserted to maximise understanding and reduce uncertainty. Secondly e-marketing tools were argued to critically ensure responsiveness by providing timely information on a wide range of factors. Finally gamification

was held to create knowledge systems that support and sustain development activities such as new product development or inward investment while citing that it provides a:

“highly engaging and interactive experience to bring people together to collaborate”. [Interviewee No.34]

Another participant highlighted that these tools enabled important linkages and collaboration between schools and universities and the tourism industry to strengthen research, training and development.

There was some consensus in relation to the idea that social media and gamification can be significant tools to engage young people to maximise tourism development.

“We have a very young population and civil unrest and there is major capacity to engage young people in games programming and gamification. We can use digital tools to introduce gaming in sharing experiences, heritage, travel tours”. [Interviewee No.33]

The same participant envisaged that engagement could extend to integrating tourism development strategies within school competitions to generate gamified tourist concepts for local or national tourists.

In relation to how e-marketing can be applied to address specific post-crisis factors and issues a key issue consistently discussed was the ability to communicate timely information and minimise uncertainty with regards to risks and safety within Libya. One participant highlighted that this ability could ensure that the impact of crises were reduced or avoided.

“Vitality it can help to provide confidence to the external tourist industry of post-crisis issues by providing early and fast warning of dangers and risks”. [Interviewee No.35]

Another participant raised the issue that e-marketing could be applied to communicate the risk profile of destinations and regions within Libya to enable the early generation of tourism.

“We need to be able to profile and communicate risks in a way that promotes sustainable tourism. We cannot wait until the entire country is stable”. [Interviewee No.33]

Regarding the deployment of e-marketing for data and intelligence, the continuous monitoring of megatrends and tourism supply issues, there was majority support for the application of e-marketing to develop information systems that could provide insights on megatrends and tourism patterns. There was consistent mention that e-marketing provided the tools to achieve this.

“eMarketing can provide the framework for the development of information and communication system that will allow us to systematically gather and analyse data from a wide range sources”. [Interviewee No.34]

Another participant cited that:

“eMarketing provides a broad range of tools that can enable Libya to continuously gather customer insights and market insights on a wide range of trends and Megatrends”. [Interviewee No.33]

The majority identified that these insights could form the basis for enhanced product development within Libyan destinations. One participant noted that this would link to the promotion of tourist development according to market needs. Another noted the potential benefit for and influence over human resources and development. They asserted that insights could:

“provide guidance for training and development for industry and capacity building in education system”. [Interviewee No.35]

5.3 Thematic Analysis of Muslim Survey

A semi-structured interview was undertaken with a sample of 50 Muslim tourists based on a convenience sampling strategy. This consisted of 8 questions concerning their recent travels and their destination selection process. The results of this research phase is presented in the following section.

5.3.1 Destination Selection

The results showed that the respondents had visited a wide range of countries that included European, Asian and Middle Eastern destinations as shown in Figure **62**. By far the most popular destinations were Arabic countries such as the UAE, Egypt, and Saudi Arabia and Asian Muslim countries, in particular Malaysia, which ranked among the most popular. A small minority of respondents had previously visited Libya. In relation to the purpose for visiting any destination, Figure **63** shows significant consensus among the respondents pointed mainly to tourism-related motivations. There was a large majority support for the purpose of food, leisure shopping and sightseeing and visiting historical and cultural destinations while a more moderate proportion cited events and festivals and relaxation. Of the non-tourist related factors visiting friends and family was cited as a major purpose while combining business with pleasure, sports and recreation, and investment reasons evidenced limited minority support.

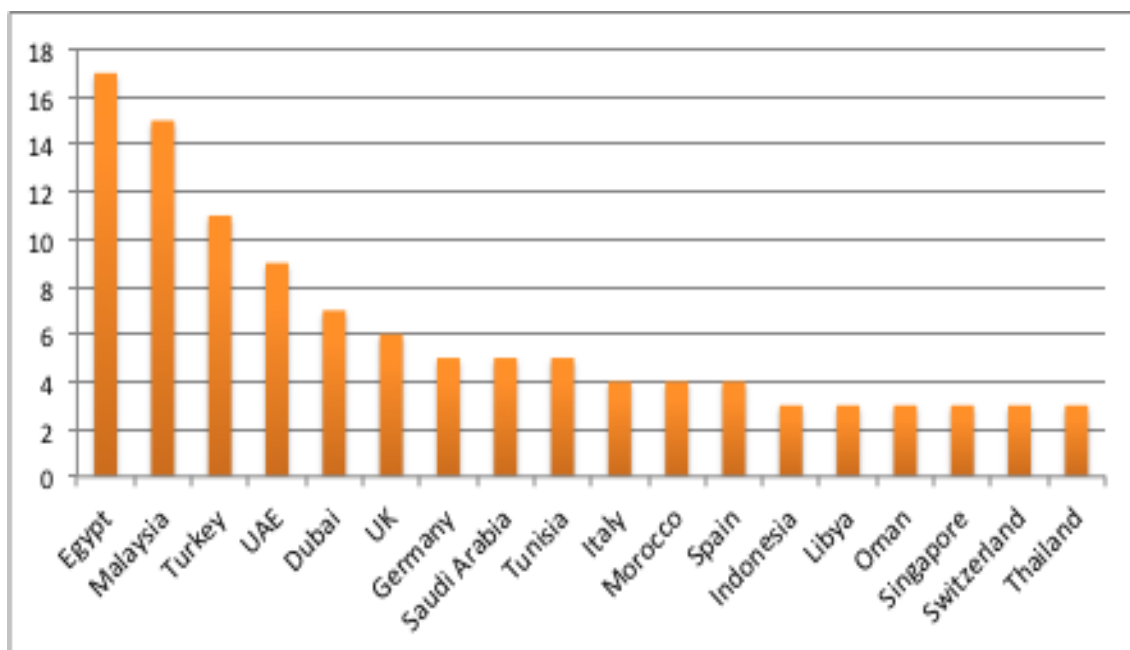


Figure 62 Muslim Tourist Destinations Visited Past 5 Years

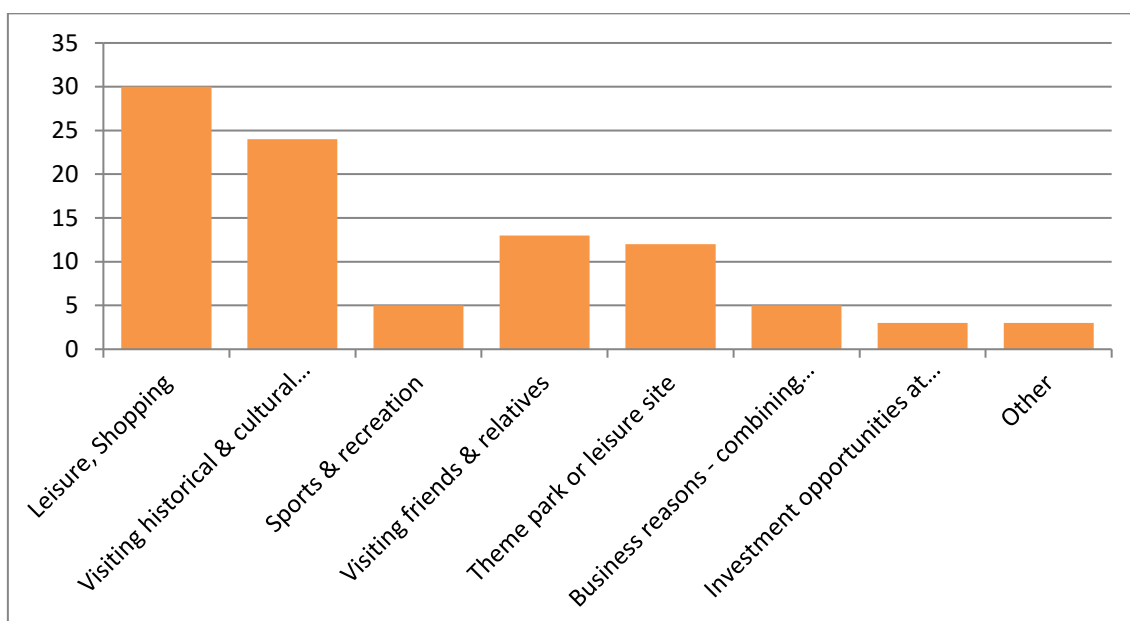


Figure 63 Purpose for Visiting Destinations

In relation to the factors which were most important in influencing the choice of destination the availability of Muslim friendly facilities was the most consistently emphasised aspect among respondents. A range of elements were mentioned by successive respondents to be important to meeting their needs as Muslim tourists

in particular Halal food, places of worship and separate facilities for men and women. One respondent stated: *“In some of the places they pay attention to Muslims needs. Muslim friendly, Family friendly”*. To a lesser degree another important factor related to places with historical and cultural value, and for several respondents this related to learning particularly about Muslim culture. One respondent disclosed that: *“I was very interested in the cultural heritage and historical backgrounds of Muslims. These factors have driven my family and I to travel”*.

There was further moderate consensus in relation to the importance of language and cultural similarities which multiple participants mentioned facilitated ease of travel and relaxation. Other less culturally-oriented factors exhibited similar moderate levels of agreement. The most important were safety, entertainment and leisure and a more minimum level of support was exhibited for the quality of facilities, infrastructure and attractions. One tourist mentioned: *“Safety and experience the joy of travelling and seeing different places. Good shopping for the family”*.

In regard to the importance of a specific range of factors in the choice of destination the two most selected aspects related to widely shared and non-Islamic related tourist concerns of quality of accommodation and security and safety. However to a lesser degree there was significant consensus support for Islamic and cultural-related factors. In particular the availability of Halal food and mosques were cited by a majority of respondents as important followed to a more moderate degree by availability of places for worship.

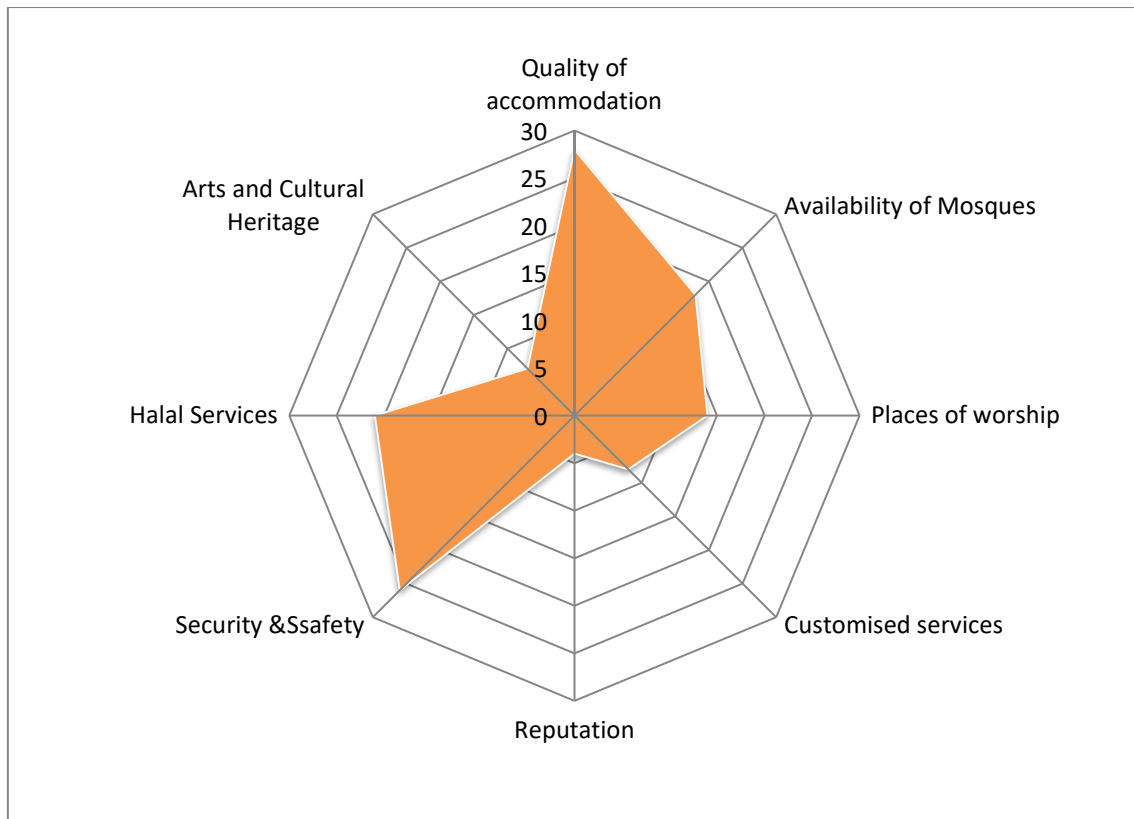


Figure 64 Factors Influencing Destination Choice

In regard to why these factors were important the most consistent response related to their significance in ensuring a relaxing and enjoyable stay. There was strong consensus for the significance of access to places of worship and for prayer in order for the holiday to be relaxing and stress-free. One respondent stated: *“Having a mosque or place to worship is essential otherwise the holiday becomes very difficult”*. To a more moderate degree the presence of halal food also contributed to the pleasure of the holiday which according to one respondent: *“allows us to enjoy local and cultural food without restricting our indulgence”*. In terms of safety and security the general consensus on its importance again pointed to the ability to relax especially for those with children.

5.3.2 Future Destination Interests of Muslim Tourists

In relation to what destinations respondents were interested to visit in future, a strong consensus was shown towards Western and non-Arab countries in particular European destinations and Asian countries most prominently Malaysia

and China. There was some emphasis placed by these respondents on experiencing different cultures and customs and learning about different heritages. One respondent cited: *“I see a lot of information about different Asian countries and China is very interesting. A lot of diversity rich culture which is very different from my culture”*. Another remarked: *“I would really love to visit more countries in Western Europe like Germany and Austria. I am very interested in history and would like to visit these places to see museums and sights relating to World War 2”*.

In contrast however a similar level of agreement was shown among respondents towards exploring and experiencing Muslim and Arabic countries. Turkey, Dubai, Saudi Arabia and Morocco were among the most frequently mentioned choices of destination for future visits. The most consistently mentioned reasons for choosing these destinations involved interest in similar Muslim and Arabic cultures and history and the ability to relax in a more familiar environment that met their needs. One respondent noted: *“I want to visit more Arab countries. I want to visit Yemen and Libya that are more traditional and have deep cultures and not modern with authentic cultures”*.

Table 9 Future Destinations of Interest

Themes	Responses
Asia – Malaysia, China	<i>“I see a lot of information about different Asian countries and China is very interesting. A lot of diversity rich culture which is very different from my culture”</i> .
Europe – Germany, Austria, France	<i>“I would really love to visit more countries in Western Europe like Germany and Austria. I am very interested in history and would like to visit these places to see museums and sights relating to World War 2”</i>
Muslim-Arab countries – Turkey, Dubai, Saudi Arabia, Morocco	<i>“I want to visit more Arab countries. I want to visit Yemen and Libya that are more traditional and have deep cultures and not modern with authentic cultures”</i> .

For the majority of respondents their interests had changed in selecting future destinations. However the reasons for this change were highly varied

indicating a low level of consensus. To some degree emphasis was placed on changing personal tastes. One respondent cited a shift in motivation for travel from primarily leisure to an interest in historical sites while another stated: *“before for relaxation now cultural interests”*. To a minor extent respondents pointed to a desire to discover and explore fresh and new sights and cultures. One respondent cited: *“Yes, we are trying new countries and continents”*.

5.3.3 Experiential Feedback Shared with Family and Friends

The most shared local experiences were consistently indicated to relate to cultural aspects, primarily food and arts and culture. To a similar degree entertainment and shopping was also shown to be positively shared among friends and family. The least shared by participants involved aspects of their stay such as nature and involvement in sport, while relaxation and events and festivals were moderately shared.

5.3.4 Key Sources of Information

In regard to the most important sources of information for decision-making strong consensus indicated that family and friends and the Internet were the most significant. To a more moderate degree print sources were utilised while travel agents were only relied on to a minimal extent.

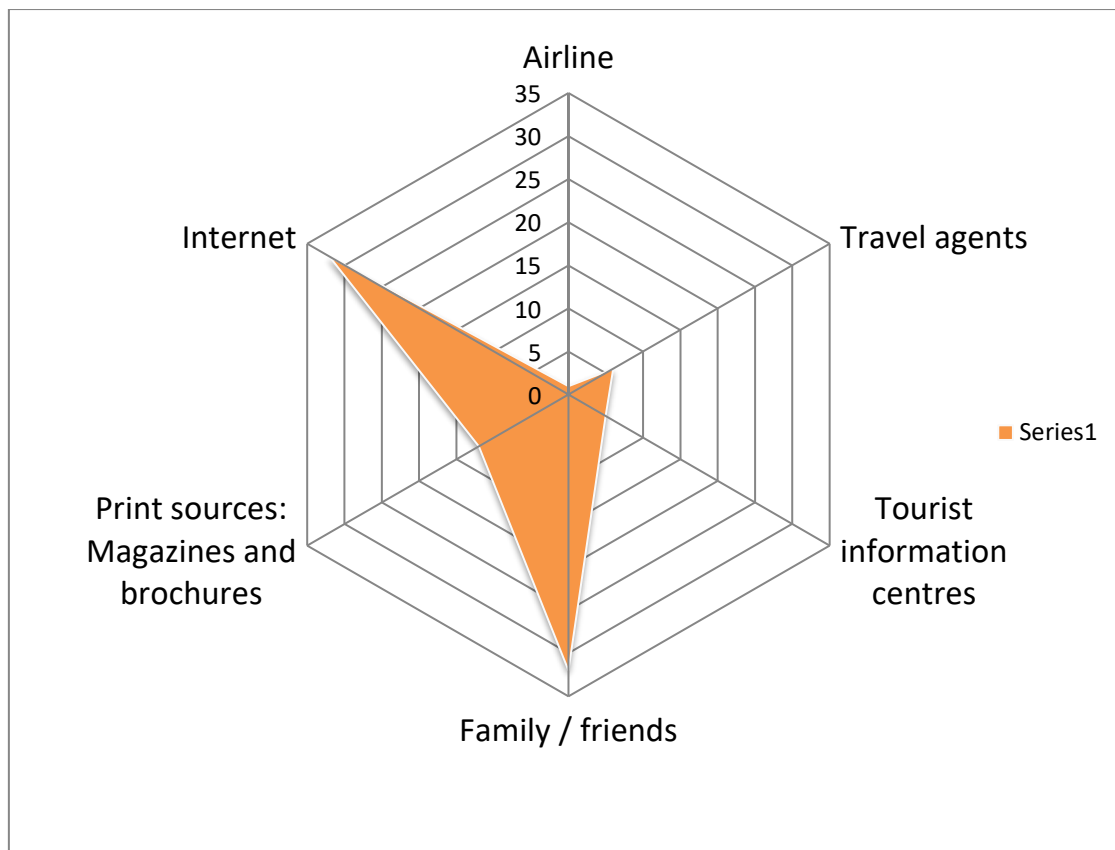


Figure 65 Sources of Information

In relation to why particular sources of information were relied upon in relation to family and friends strong agreement pointed to trust in their judgement and reliability. A respondent noted that: *“Family and friends experience is very important, this acts as network for me and can be very useful...This is because we trust each other’s views and opinions”*. Their first-hand knowledge of destinations was also considered critical. One respondent noted: *“Family, friends, as they have been reliable in the past and have had a first-hand experience. They can give tips on what I must prepare for”*. The Internet was chosen as an information source mainly as it was perceived to have up-to-date and rich information in addition to reviews and opinions from other travellers. One respondent cited: *“It is able to offer a vast amount of information from multiple different perspectives that will help shape your decision”*.

5.3.5 Key Influences on Destination Selection

In relation to who was the strongest influence when selecting the destination the majority of participants pointed to family members as indicated in Figure 66. The principal reason given related to trust in their opinion, their travel experiences and their knowledge of the preferences of the respondent. One participant cited: “we share the same ideals”. To a high degree support was emphasised for the specific influence of spouse and children in the destination decision to ensure that the holiday was enjoyable for all. To a similar extent siblings were also mentioned as significant influences, particularly if they had previously visited the destination.

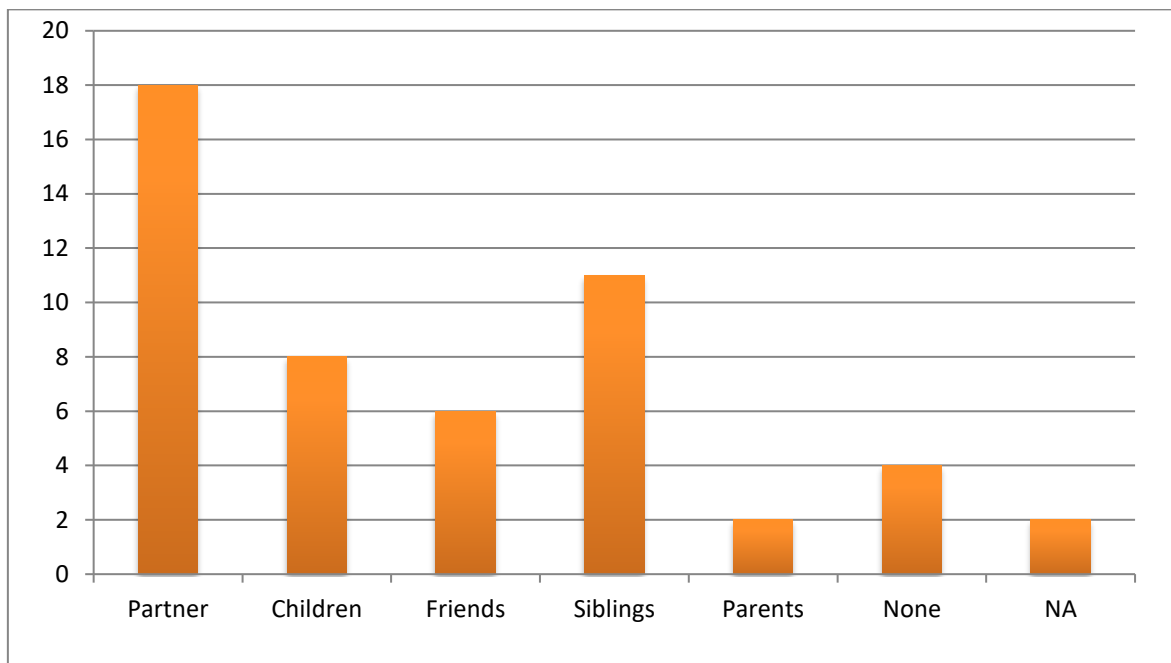


Figure 66 Key Influences

6. Libya Destination Image for Muslim Tourists

In relation to impressions of Libya as a tourist destination the strongest aspect cited was that of current insecurity and lack of safety. This was encapsulated by one respondent as: “*safety concerns prevent me from looking at Libya as a tourist destination*”.

Respondents appeared divided between those who would not consider visiting Libya at all and those who highlighted its potential for tourism but were deterred by its security situation. One respondent remarked: *“Politically unstable and not an area that I would want to visit”*, while another mentioned: *“Libya has a rich history art archaeology, but security problems and not safe to take a family to”*. To a moderate degree, participants were aware of the cultural and historical attractions and resources that Libya has to offer tourists and a minority were able to mention certain sites by name. One respondent mentioned: *“Lepis Magnus and many of the ancient ruins”*. A minority of respondents indicated awareness that different areas could be safer however knowledge of which was lacking. This was expressed by one respondent as: *“I know that it is changing a lot but I'm uncertain what exactly is happening how safe it is and what areas I can visit safely”*.

5.4 Summary

This chapter presented the results three sets of data in the form of thematic analysis. Four countries with similar contexts formed part of a case analysis to identify post-crisis recovery and marketing strategies. Interviewees from 5 groups of stakeholders contributed qualitative data that was thematically analysed to identify key issues and challenges with the country's political economic and socio—cultural and perspectives on tourism development and the role of e-Marketing. Investment, human capital limitations in terms of knowledge and skills and poor infrastructure and facilities were identified as key challenges. Moreover the challenge in generating and sustaining progress and development against the country's transitional and fragmented political context was viewed as the main challenge. Technology was perceived as a critical enabler of tourism opportunities and development. The main value is its ability overcome to challenges in investment and development by facilitating planning and collaboration processes, define new relations and structures for training and education and enable Libya to generate awareness and market destinations. A number of themes triangulated across the three data sets to varying degrees: community participation, collaborative processes, role of e-marketing to development market intelligence and targeted communications.

CHAPTER 6 Discussion

6.1 Introduction

This chapter presents a discussion of the results presented in chapter 4 and 5 arising from data collection from different primary and secondary qualitative sources. The data gathered from interviews, survey and case data is explored according to the theoretical framework established in chapter 2 to address the research focus of this study. The primary purpose of this study is to explore the role of e-marketing in tourism development in Libya and to identify key strategies and processes that can facilitate the country's transitional period. The research design draws on the relationship between development theory and destination management and the role of e-marketing to construct a tourism development framework within the context of Islamic tourism.

The following discussion and analysis is structured according to the primary aim of the study and the research questions. The implications of the results are explored in relation to routes for tourism development through the lens of e-marketing tools within the specific context of the current transitional period. This chapter is structured in accordance with the three key objectives to address the research questions formulated as follows:

- What are the critical factors, issues and priorities in developing the supply and demand side factors in Libya's tourism development?
- How can e-marketing enhance destination policy, planning and development goals and processes that maximise Libya's tourism potential within its transitional phases?
- How can e-marketing facilitate destination marketing and management that enhances the country's core resources and supporting factors?
- What tourism response mechanisms can be modelled to account for temporal factors that develop and sustain the country's capacity to competitively market its destinations?

This discussion integrates and triangulates the qualitative data from the different research phases to address these research questions. The overarching focus of this discussion is guided towards the transitional and contextualised tourism development model for Libya. The following sections employ key elements of destination marketing and management, e-marketing and post-crisis theory.

The interviews provide rich insights from different stakeholder perspectives that suggests that e-marketing can be employed to achieve different development objectives. In particular, these results from the study suggest ways in which agile and responsive mechanisms can be formulated.

This discussion and the solution is not focused on predicting what will happen in Libya, but rather contingent on conceptualising the nature and characteristics of a model that enables the country to transition during a period of uncertainty. The unique focus of this study is therefore on identifying critical elements that safeguard investments, provide contingency agility and responsive. This motivation is paramount, given that the Libyan people are aware and acknowledge that peace and stability may take decades to realise.

6.2 Critical Factors and Barriers

- What are the critical factors, issues and priorities in developing supply and demand side factors in Libya's tourism development?

This section discusses the significance and implications of result in terms of the key issues and challenges that the country faces. The discussion in this section maps out the key priorities that can be addressed by the construction of a transitional tourism development model. The key areas that Libyans have pointed out in the interviews in order to stimulate tourism development in an agile and responsive way that aligns to the country's prevailing context. The issues identified in this section provide the requirements for the construction of a transitional tourism development model that is presented later in the chapter.

This is consistent with the importance attached in the literature to understanding the country's political, economic and social contexts, issues and priorities that forms the basis for developing a sustainable tourism capacity (Jenkins et al, 2011; Ritchie and Crouch, 2010).

The discussion and analysis in this section addresses the first research question underpinning this research in identifying the issues and barriers that are critical in developing supply and demand side factors in Libya's tourism development. The interviews conducted are consistent with destination planning and management theory that emphasises the input from different stakeholders and actors (Ritchie and Crouch, 2011). The data from the interview provides a diverse range of perspectives that provide the basis for tourism policy planning and decision-making. The literature indicates that the:

“ability of destination communities, environments and economies to withstand or capitalize on tourism is linked to their abilities to withstand those impacts (resistance), to recover from impacts (resilience), and to develop and sustain the environments that make them attractive” (Jenkins et al, 2011, pp.22-23).

While this assertion is presented in the context of tourism micro-environment, the macro level can be considered in terms of Libya's ability to withstand the impacts of the country's political instability and insecurity and to be cognisant of its abilities in terms of the resources and its competitive position. The interviews generated significant data that reflected the values, beliefs, perceptions and attitudes about the strategic direction, the role of the state and its institutions. This section draws on the results of the interviews to explore issues, drivers and influences from social, economic, political and technological perspectives.

These findings provide an indication of the critical factors and issues that should be given priority and in turn provide the basis for identifying the role of e-marketing and the construction of an appropriate and sustainable tourism model. The implications of the results from this study point to critical factors and barriers that undermine Libya's ability to compete in the tourism market

and emphasise important priorities shaping the focus of a transitional model in this discussion. Ritchie and Crouch (2010) theorise that a destination's competitiveness can be moderated or magnified by determining factors that exist within a country's context imposing limitations or constraints to a country's tourism development. They represent situational conditions that disadvantage and undermine a country's ability to attract visitors. Safety and security is one of the most powerful factors that impose a ceiling on the scope of Libya's tourist potential.

However, the literature on tourist behaviour suggest highly differentiated needs and motivations with specific segments that may be characterised by intrepidity, low risk-aversion, seeking excitement and challenging experiences (Mandelartz, 2012; Ritchie and Crouch, 2010). This suggests that the ceiling or limitations influenced by Libya's political context should not be generalised. For instance, while for certain consumer segments a safe and secure destination image and physiological needs for food and shelter is important, others may value these factors less over attributes. In this scenario, Libya's context represents a major limitation in its capacity to fulfil tourist demand because of the need for high quality hotels and facilities and for a positive destination in terms of safety and security. However, this perspective imposes strategic tourism myopia that fails to acknowledge the complex nuances in tourism consumer needs. While Libya's context may constrain certain strategic options, it can be argued that during the country's continuing state of transition, different strategic options are available. For instance, if Libya's political stability is represented on a continuum from low to high, then arguably the country's tourism potential can be defined in relation to the types of tourist segments that may be compatible points on that continuum. The lower end of the continuum may reflect tourists who are adventure seekers or interested in preserving religious or cultural heritage. This is a highly simplified view as the example fails to account for differences in risk aversion of this broad tourist segment. The key implication is that tourist information systems need to incorporate a strong research capacity to develop a deeper understanding of consumer needs behaviours. Addressing the challenge of Libya's political context (Fak, 2015) is contingent on consumer research to

map the types of tourists that may be attracted to the country under different points on this continuum. Farmaki et al (2015) suggest that complex political context challenge stakeholders (number one the tourist) and so hinder development, the answer was to link policy making structures and consequently policy makers.

In terms of comparative advantage, the views and perspectives drawn from the Libyan interviews reveal issues and priorities in terms of resource endowments including human resources, capital resources, tourism infrastructure, resources and economic potential. The country's capacity to deploy existing and future resources represents a second key dimension that indicates issues for developing the country's destination competitiveness and sustainability. The findings from this study point to a number of factors that constrain the country's ability to grow and develop.

6.2.1 Macro Environment Factors

6.2.1.1 Political Context

It is evident that the political context represents a major barrier in the development of Libya's tourism potential. Findings from government officials from Tripoli and Tobruk indicate the lack of tourism planning in the post-Gaddafi era. The interviewees from different stakeholder's segments were consistent in their awareness of Libya's comparative advantages and in recognising the historical, cultural and natural resources it possesses. There is a strong acknowledgement that the country's instability and conflict has eroded and dismantled basic infrastructure and resources and with it the ability to develop key elements of tourist infrastructures. Simultaneously, there is a major consensus that the country's political, social and economic contexts undermine Libya's competitiveness as a tourist destination. Libya's capacity to develop resources and to realise an efficient and effective deployment of resources to achieve sustainable growth has been severely undermined. This type of socio-political environmental analysis by stakeholders is valid. The literature recognises the concepts of comparative and competitive advantage

as pivotal to tourist destination management to a country's ability to succeed (Ritchie and Crouch, 2010).

The perception of interviewees varied on the importance, or more specifically the degree of stability and security, that is necessary as a precondition for planning development. One perspective stressed that security and stability was paramount before planning and development work can commence on tourism and economic development generally. Indeed, this is a perspective that is reflected internationally mirroring a generalised view of the political context. The implication is that Libya is viewed as a country in turmoil which contributes to a negative national image. For the tourism market this contributes to a negative tourist destination image for Libya.

This assessment is problematic. A key premise of this study challenges the traditional view that political stability and certainty must be established as a precondition to tourism planning and development. Based on the research results, this thesis challenges the view of national cohesion and stability as a precondition from the outset. This perspective is consistent with tourism development theory that posits in-depth understanding of the external environment and megatrends and the importance of accurate understanding of contextual factors in developing countries that are subject to change based on the political context (Dwyer et al., 2009, Henry, 2011). This findings from the study reflect the need to embed megatrends into the planning framework that in turn can reveal opportunities for tourism development (Dwyer et al., 2009).

This thesis contributes a discussion and analysis and understanding of potential mechanisms to address the complexities and challenges that transitional countries face in recovery. Moreover consistent with the literature precise monitoring and understand of the political context national regional and local that can guide and focus strategies (Dwyer et al., 2009; Ritchie and Crouch, 2010).

The findings from this study provide further insight into attitudes of Libyans in this domain that has been lacking (Henderson, 2010). In terms of tourism potential an alternative perspective can be inferred from the interviews based

on the positive sentiments; namely, that the spatial and temporal variation in the country's civil unrest and conflict does not preclude opportunities to engage in tourist planning and development. Critically, it emphasises the alternative of decentralised and localised approaches to tourism development. The critical factor that can be inferred concerns the importance of developing cognizance internationally and nationally firstly of the differing political, economic and social contexts throughout the country; secondly of the opportunities for Libya; and thirdly that technology and e-marketing can facilitate innovative structures and processes during transitional periods. The following sections discuss the specific role, significance and applications of e-marketing to support tourism development within the political contexts.

6.2.1.2 Economic Context

An evaluation of the role of e-marketing as a significant enabler for tourism development in Libya's context is also contingent on addressing the economic context and challenges. Financial resources not surprisingly are identified as a critical resource constraint in Libya. Interview participants noted the diminishment of traditional sources of funding for economic and tourism projects from social insurance funds, government sources, development banks and domestic and international business investments.

Predictions of Libya's economic health are tied significantly to the country oil production and control. The political instability and insecurity undermines the production of oil which is the country's main source of financing. This situation is compounded by the fall in the global oil price that significantly reduced income from oil and moreover has resulted in a fragile financial and economic outlook and an unprecedented balance-of-payments deficits due to the conflict. Interviewees concerns across all groups reflect the inability of the government to generate economic growth and stabilise the security situation is reflected in a 50% underspending of budgets and payment and procurement issues (Randall, 2015; Zaptia and Abdel-Wahab, 2013).

This economic context indicates severe constraints on the country's investment in infrastructure, facilities, training and development or marketing

for recovery. The results from interviewees however emphasise a new economic perspective towards greater economic diversity and the need for planning processes to exploit the economic potential and lay the foundations for tourism development during the country's transition. This view reinforces the imperative for liberalisation of Libya economics and emergence of a new economic strategy (Black, 2013; Mandelartz, 2012). A regionalised and localised deregulated context can potentially allow stable regions in Libya to implement economic strategies to provide fast returns. While generally, Libya remains in-crisis, continual changes in the political context interviews characterise some regions as post-crisis enabling.

This contextual discussion thus provides the foundation to understanding the role of e-marketing. The implication is that Libya's tourist development strategy must significantly be founded on a system that in spite of Libya's context, a highly fragmented focus can be directed towards identifying opportunities for integration in diverse ways. This underscores the critical importance in economic stimulation attached in the literature to processes for building broad co-operation and collaboration, building of alliances (domestic and international) and citizen engagement (Wang et al., 2011; Ritchie and Crouch, 2011). Technology in relation to e-marketing represents a key enabling factor. E-marketing plays a significant role in enabling this process in relation for instance to information and communication, product development, and market research supporting and enabling tourism development. These elements are reflected in the effectiveness of such mechanisms in the case study analysis of other developing countries. This imperative is consistent with the increasing significance of e-marketing and e-tourism systems as competitive drivers (Wang et al. 2011).

6.2.2 Micro-Environmental Factors

The results from this study can further be evaluated at a micro-economic level in terms of industry labour force, destination image, cultural tourism resources and infrastructure. This analysis is significant as the micro-environment is characterised by a range of factors in Libya's immediate national context

relating to organisations and key influences that lie within the proximity (Ritchie and Crouch, 2010). The identification of these elements provides a focus for tourism development mechanisms. A study by Dolnicar (2007) investigated the importance of different risk-related perceptions associated with image both on the part of host and guest whilst (Khan et al. 2013) asserted that destination image supports a strong association with service quality and the religious motivation of Islamic tourists. The secondary data and the primary data indicate that Libya's tourism micro-environment is in a state of flux, uncertain and severely lacking in stability, resources, systems and strategic planning. Subject to some degree of stability the economy will be in a highly transitional state over the coming decades. This context underscores the need for a transitional tourism development model that is flexible and responsive to the country's micro-environment.

At this level, a range of issues emerge from this study which constrain the country's competitive ability to meet tourists' needs and be competitive. The findings from different stakeholders in the interviews reveal concerns related to different aspects of the tourism industry in Libya. Significant weaknesses are acknowledged in relation to different components of the tourism system including suppliers, marketing, and tourist intermediaries and agents. The findings contribute to understanding of supply side framework posited in post-crisis models (Dwyer et al., 2011) to emphasise a contingency approach. This contingency approach implies that in addressing supply side factors and industry development there should be resilience in the processes that enable continuity to suspend activities and or redirect focus.

6.2.2.1 Human Capital

Maintaining continuity and accessibility of human capital development is a further issue. The labour market is cited consistently as a critical issue underpinning the future development of the tourism industry. The interviews from the education and industry stakeholders indicate human resource challenges caused by the instability, the conflict, and the destruction of facilities and resources across the country that are critical to developing

human capital. Raising the standards of training and education was seen as the prime concern by the majority of hotel managers, as well as employees and customers, interviewed. It was recurrently emphasised that Libyan training standards are lower than international ones, particularly in comparison to the regional competition, and that there is a lack of understanding about the tourism and hospitality business and its modern requirements. A related constraint in the industry, identified by many respondents and voiced by both managers and customers, is the lack of language skills, particularly as regards English, as well as the discontinuation of the language training offered by the Ministry of Tourism. Moreover, employees interviewed for this study underlined the need for renewed language training, the importance of being able to communicate with guests, and their eagerness to improve their abilities or acquire new skills. This was confirmed by Buhalis and Matloka (2013) who identified training and development as being important, but lost unless the provision of language skills are included, especially English.

However, the primary constraint underlying these issues stems from the inability to access high quality training and development. Libya's education system and professional development services have been severely undermined by the country's conflict. Without stability and security it is difficult to attract high quality educational professionals to the country and investment in educational institutes. This implies a priority to develop a highly flexible and agile human resource strategy that can address such constraints and provide accessible modes of learning and development.

Finally, in terms of demographics, Libyan stakeholders emphasise young people as a key strength that can be harnessed for the country's development. This view is supported by several factors including the openness of young Libyans to new technologies and their interest in entrepreneurship and in their country's future development. Given that many of the militias and groups that fuel the conflict and unrest in the country consist of predominantly young people who are apathetic and disillusioned with future prospects, there is a major opportunity and priority to engage and deeply embed Libya's tourism strategy in this area. The nature of such a strategy needs to be technologically

driven to exploit their openness, interest and high adoption to digital mobile communications. Resinger and Movinto, 2005) stress the importance of providing a contingency plan to apply strategic direction to that training and development.

6.2.2.2 Awareness and Image

Destination awareness image is at the core of tourism attraction. Destinations around the world at times experience crises caused by many factors that impact negatively on their image (Ritchie and Crouch. 2010). Awareness of a destination and associated image can impact positively or negatively on its competitiveness. The results from both the Libyan and Muslim tourists' interviews point to negative perceptions of Libya as a tourist destination. This finding is consistent with the imperative identified in the literature for developing countries to address as primary factor destination image (Uysal et al., 2011; Black, 2013). The primary factor is safety and security that is negatively associated with Libya. Other factors have also contributed to Libya's negative image as a tourist destination in terms of quality of accommodation, facilities and the destruction of cultural heritage. The literature shows that negative images and low awareness qualify destination for recovery action (Mandelartz, 2012). However, stability and security is arguably a precondition for implementing measures designed to raise awareness. While this is viable in post-crisis contexts it is highly challenging in Libya's case with the on-going crisis. A perspective that emerges from the Libyan interviews, specifically citizens and industry actors rather than government actors, is that not all of Libya is off limits. They point to many regions and cities that have some stability and security and others that are progressing towards stability. At the same time the risk that some regions may fall back into conflict underlines the importance of a responsive strategy. This importance attached by Libyans combines with the emerging debate in the literature in relation to risk and image management. Mandelartz (2012) argues that previous beliefs in the power of crises to impact negatively on tourist perceptions and demand may not be entirely applicable in the modern context on the basis that risk in contemporary society is highly embedded and has

become less calculable and controllable and invisible to the senses. A risk perception approach to tourism development inferred by the findings is further consistent with Mandelartz (2012, pg524) of “risk society whose risk aversion may vary according to a wider world the perception that travels to a particular post-crisis destination is safe” (Mandelartz, 2012).

The results suggest a perspective among Libyans, that while some regions of Libya may well stabilise, there is a risk that irrespective of local improvements negative images associated with certain localities in Libya will spill over and tarnish stable regions. This issue has implications for risk analysis communication that provides an insight into the role of e-marketing in countries undergoing transition. The ability to manage Libya’s image with a more complex and segmented approach is critical to the country’s ability to implement a demarketing strategy to refocus attention (Dan and Dan, 2011).

The literature on risk perception and travel indicates the complexity of risk perception and tourist decision-making. In part, it is understood that the perceptions of Libya as a destination for particular risk factors impacts on destination travel (Lepp and Gibson, 2003). The implication is that destination image should be viewed in very specific terms that should inform destination marketing strategies that generate awareness, understanding and confidence of Libya. In particular, specific factors should be isolated and addressed so that Libya as a travel destination can be viewed according to the individual prevailing local and regional contexts. Critically, a responsive tourism strategy model would need to ensure that exaggerated media representations and spill-overs can be addressed (Pennington-Gray and Piazzam, 2011; Shani and Wang 2011). In addition, the recovery in terms of countering negative images and poor awareness should possess at the centre a commitment to managing tourist perceptions. There are significant implications for the role of e-marketing and in terms of developing information and communications to ensure up-to-date and accurate information dissemination and updates.

6.2.2.3 Infrastructure

Libya's tourism infrastructure and market have been severely damaged and destroyed. The interviews acknowledge the severe limitations on the country's tourism potential. Industry respondents relay tourists' experiences as being consistently marred by the inefficiency of the communication networks: landline communication has long been unreliable and appears to have worsened, Internet coverage is restricted and erratic, and as a result the local population mostly use mobile phones. Tourist facilities, particularly hotels resorts, have been destroyed by the civil conflict.

In the interviews, optimism was expressed that tourism in Libya could become a significant economic sector, though it requires diversification and development. The findings emphasise the significance of a both short and long term plan supported by the government for developing infrastructure. This should be implemented in parallel with raising human resources' standards, and marketing. However, these views overlook the complexity of implementing a transitional programme in the country's prevailing context. Investment in infrastructures even in the most stable of regions and cities requires access to significant financial investment. Firstly, there is a lack of necessary political cohesion and consensus, as a consequence of Libya's continuing state of transition, and reluctance of the government to undertake any radical policy choices that may be perceived as advancing particular parties or regions over others (Randall, 2015). Secondly, there is a major theme in the interviews focused on investment in high quality resorts and hotels and development of major adventure attractions and resources to attract high-value tourism. Such a perspective runs counter to reality in Libya, and while this may be a long-term vision it is beyond the scope of the country's existing situation and capabilities. This point emphasises the role of e-marketing to facilitate cognizance of destination image and consumer needs and to raise the level of awareness of the country's tourism potential and promote collaboration and information sharing. These elements can support more informed decisions in relation to the scale and type of infrastructural development that can be undertaken. Further, it may stimulate innovation in terms of models that

contribute flexible, agile cost-effective infrastructures that can sustain the civil challenges and be easily scaled as the country transitions.

The implication of this perspective is then: in what ways can Libya's infrastructure be developed and managed. Even with the most adventurous and high-risk investors, respondents within this study point to the importance of addressing the uncertainty and instability on the development of infrastructures. One stresses that "we cannot wait until we have stability to rebuild, but also we cannot invest when there is risk of civil conflict, it is a dilemma". Such concerns underscore the significance of a transitional model that is in the initial phases characterised by mobile and flexible components. Technology is acknowledged as an infrastructural dimension by expert interviewees who recognise the potential opportunity to mitigate Libya's situation. The importance of technology for example is reflected in the development of marketing theory. The 4P framework is highly influential within conventional marketing theory (Gay et al., 2007), however, with the emergence of greater service-based products it was felt necessary to enlarge the marketing mix framework to include three further components of physical evidence, process and people (Baines, et al., 2008).

6.3 Destination Planning and Development

In the previous section, a range of critical factors and issues were identified within macro and micro domains representing the key influences on Libya's tourism potential. These limitations and constraints within Libya's tourism system constitute the focus for a transitional tourism planning and development framework that should set out to address them. This section applies the results of this study to address the second research question, namely:

How can e-marketing enhance destination policy, planning and development goals and processes that maximise Libya's tourism potential within its transitional phases?

E-marketing in this initial stage of planning and development assumes a predominantly communicational role to generate awareness and knowledge of Libya's tourism potential, resources and destination image. Jenkins et al. (2011) stress the importance of providing basic audits which form the platforms for the strategic direction and planning. This was confirmed by the primary research as being absent at present in Libya and therefore forming a barrier to progress.

E-marketing therefore can play a transformational role in influencing accurate, transparent and positive perceptions of the political, economic and social context. This is supported by the views from the interviews that digital technologies are critical to establishing a framework that can enable the creation and sharing of news, information and knowledge, and promote collaboration and co-operation at all levels across all sectors.

However, given Libya's political, economic and social context and the central challenges and issues articulated by key stakeholders, the question revolves around how e-marketing can be applied in a transitional context. The focus should be to exploit the country's strengths and explore its opportunities. A country's true competitive capacity encompasses the country's political, economic and social strengths (Ritchie and Crouch, 2010). In line with this, e-marketing should be viewed at a multidimensional level that is reflected in the following discussion. The discussion that follows emphasises an integrated model, underpinned by a digital ecosystem that is unique in tourism development. The discussion is structured according to key dimensions of destination management and the application of e-marketing in accordance with key theoretical principles. The model arising from this discussion is uniquely conceptualised for the case of a transitional country and integrates key elements of e-marketing systems in a mutually supportive process. Given that competitiveness is significantly contingent on the responsiveness of the country to market needs and challenges, it underscores the critical role of destination planning and development (Cracolici and Nijkamp 2009). It is therefore discussed in Libya's context and evaluates the role of e-marketing.

6.3.1 Strategic Direction

The results from this study present the challenges transitional countries have in developing a strategic vision as a basis for undertaking a planned decision-making process. The existence of rival factions from different regions prevents consensus and a co-ordinated commitment. The political fragmentation and instability in Libya undermines the country's ability to focus strategically on economic growth. This issue presents a major challenge given the importance attached in the literature to a strategic or policy-driven framework (Ritchie and Crouch, 2010). A major vacuum is acknowledged in the Libyan interviews in relation to the building of policy for the country's tourism development. Simultaneously, there is also consensus that any progress requires some common understanding between stakeholders in the country. One respondent notes that: "This will be a long term process which cannot be achieved without consensus, dialogue and understanding." This aligns with the literature that emphasises the importance of establishing a point of focus and common theme (Palmer and Bejou, 1995; Ritchie and Crouch, 2010).

"We need a new vision but we need to have effective communication systems and strategies to develop such visions for the next 10 and 20 years". The literature emphasises the importance of undertaking an audit and promoting understanding of key attributes, strengths, weaknesses, problems and challenges (Ritchie and Crouch, 2010). This process is critical for developing a realistic vision and positioning the country in ways that are unique and address the physiological and psychological needs of potential tourists. This process implies both communication between different stakeholders to understand and identify priorities, and a tourist information system that provides information on the basis of which tourist segments may be attracted to Libya. The role of e-marketing can be stressed within an interconnected system of mechanisms that combine to support strategic decision-making. A new perspective is required to address a tourism myopia that views tourism development as a future desirable process that cannot be undertaken until the country attains political stability and normalcy. However, a strategic vision is necessary that

recognises the transformational role of e-marketing and the opportunity to explore strategic options.

Customers represent the key focus for any tourism development strategy and the impetus for exploring and achieving competitive advantage. Primary and secondary data establishes the potential for Libya to gradually enter the tourism market by targeting customers that have both geographic and cultural proximity to the country. Interviews with Muslim consumers indicated an interest in, and motivations, to visit Libya under the right circumstances. To maximise Libya's competitive advantage, planners need to define a strategic position in relation to their target market. Moreover, stakeholders in Libya from the interviews acknowledge that given the lack of 4 and 5 star hotels and resorts' capacity the country is severely limited in the short to medium term to attract high end luxury tourists. The competitive environment and finite resources renders it vital for transitional economies to establish a firm strategic position and direct their activities in an integrated approach towards that focus.

The findings from this study contribute significant insights in relation to this issue. Firstly, case study data from countries in post-crisis or transitional situations consistently points to the need to focus tourism strategies and information and communications mechanisms to understand consumer behaviour and develop targeted strategies. The literature underscores the importance of niche marketing as a focus on specific market segments enables in-crisis and post-crisis tourism strategies to be targeted and guides the forming of destination planning and resources development towards a specific segment (Briggs, 2001; Shunnaq et al., 2008).

Secondly, in previous chapters in this thesis, significant opportunities were identified to justify the focus of a proposed tourism strategy on Islamic tourism and destination management and new product development founded on the needs of Muslim tourists. The research from this study suggests that Libya can develop competitive e-marketing due to its cultural, geographic and religious proximity to Islamic tourism markets providing a basis for an enhanced understanding of destination development in line with the needs of this market.

Muslim tourists therefore provide the central focus for the development of Libya's tourism strategy, marketing and destination development. This point is supported by the high Internet and mobile penetration rate among Muslim consumers. However, establishing a competitive advantage and attracting consumers requires decision-makers to acquire an in-depth focussed understanding of the needs and motivations of different segments. These were identified by Haq and Medliekar (2015) as being variously spiritual, heritage, medical and familiar. This then provides an opportunity for Libya to adopt and develop a comparative advantage through e-marketing to Islamic tourists.

There is a significant role to play for e-marketing systems in terms of establishing communications that enable stakeholders to connect and collaborate, and to generate awareness and gather information in order to understand the market and consumers. The literature emphasises that the community's perspective on the most appropriate direction it should adopt in pursuit of political, economic, social and environmental goals influences the overall focus of the tourism development strategy (Richitie and Crouch, 2010).

The empowerment of local communities, as well as the uncovering of genuine local identities, by using truthful brands is best served by governments taking a bottom-up attitude and a facilitator role (Klooster et al., 2004). Web instruments such as discussion boards, chat forums and others can be used to connect all the stakeholders such as local communities, thus exploiting the communication possibilities offered by the Internet (Klooster et al., 2004). An overall framework of study has been proposed as the foundation to generate the data necessary for developing this type of authentic destination brand utilising a range of suitable data gathering methods from in-depth interviews to importance-performance analyses through polls and surveys of visitors and local stakeholders (Tasci and Gartner, 2009).

As interviewees have noted, all plans previously developed under the Gaddafi regime have been abandoned and there is no strategy. Therefore e-marketing assumes a critical role to generate information and awareness of the opportunities. In Libya's case, e-marketing technologies in terms of

communications and information systems can provide the responsiveness necessary to redefine its strategic position as the country transitions and as market needs change. This is supported by some expert perspectives from the interviewed industry participants who indicated that in the short-term at least the country would not be able to attract high-end cultural tourism. But there is some scope to position the country for a particular segment of consumers from the Muslim tourism market motivated by adventure, religious heritage, conservationism, environmentalism or development tourism.

As is discussed later, this is contingent on an in-depth knowledge of Islamic tourists to understand and identify their priorities and needs that can be aligned to Libya's existing attractions and facilities. Within this process, e-marketing assumes a critical role in enabling planners to identify viable strategic positions, understand the different market segments, and the image of Libya within the various segments, as well as the potential destination features that may appeal to those segments (Kotler et al., 2006).

6.3.2 Planning and Development

A lack of local level co-operation was perceived to impede tourism development. "We understand that there is instability and insecurity, but at the same time there are opportunities to undertake development planning". Another respondent stated that "we do not need to wait for national strategy as this is for the long-term. In different areas it is possible to explore regional opportunities". There is the perception that tourism planners involved in tourism development should be connected online and be accessible for planning and development. This is consistent with the literature that emphasises the exposure of stakeholders to information on environmental situations and issues to develop an understanding of the existing situation and stimulate the identification of new measures and products, critical success factors and marketing strategies (Dywer et al., 2009). The findings support earlier studies that indicate a strong attitude in Libyans to engage in the development process (Sharpley and Telfer, 2014) and for Libyan investors to

control the development of the product in order to keep it Libyan (Han et al., 2015).

Destination planning and management theory makes a major assumption that the Destination Marketing Organisation (DMO) is a body (Richtie and Crouch, 2010). However, Libya's political context eliminates this option and implies the need for a more decentralised and flexible structure for the DMO. Ultimately, the focus should be to create a flexible entity that is capable in an initial phase of prompting awareness, co-operation and collaboration efforts which are recognised as a vital competitive advantage for a destination (Palmer and Bejou, 1995). Interviewees in the study express strong support for collective action as a critical factor to identifying opportunities and support development. Regions in Libya are characterised by fragmented resource capabilities and gaps in all areas of skills and knowledge. The recognition that different regions possess different configurations of resource capabilities underlines the need for mechanisms to promote sharing and collaboration. This issue is consistent with the notion of a network-based approach outlined by Binkhorst and Den Detter (2009) who draw on a spectrum of stakeholders as co-creators in adding value and informing tourism development. Adopting diverse networking strategies has been found by Denicolai et al. (2010) to support inter-organisational learning and knowledge-sharing for the development of different tourism core competencies. E-marketing can play a significant role in enabling a virtual destination marketing organisation that facilitates planning across all domains: industry, marketing, destination resources and infrastructure, crisis management, communication, and education and training. This is consistent with the view that social networks and relationships form a significant aspect of tourism businesses within a combined competition and co-operation context (Wang 2008).

While, the fragmentation of the government and decision-making represents a major challenge for undertaking cohesive tourism planning at a national level, there are opportunities for using technology to establish meaningful ties at an industrial and professional level contributing to the necessary analytical processes related to many aspects of the macro and micro-environment that

can form the basis of debate and consideration by stakeholders. Hollinshead and Suleman (2017) call this power distribution to give a balanced approach to planning. The planning process can raise awareness among the population in different regions about tourism's benefits and opportunities, the conservation of Libya's heritage, cultural destruction and gathering attitudes.

A further, critical insight is provided from government stakeholders who emphasise an opportunity to devolve planning and decision-making to the local levels. This view is consistent with both the country's context and the principles of stakeholder engagement and community engagement at local level. This perspective lends support to Saxena's and Ilbery's (2008) notion of 'local embeddedness' to describe the formation of connections among actors at tourism destinations integrated in specific local contexts.

Furthermore, there is recognition from the Libyan interviews across industry sub-sections that the adoption of a range of technologies can play a vital role in furthering the planning and development process. This emphasises, as shown in earlier studies, the significance of undertaking 'joined-up' planning processes by involving in discussions and workshops delegates from various departments of local administration and their counterparts from neighbouring districts. E-marketing information systems and product development can enable representatives to exchange information and discuss the importance of tourism to their region, identify policies and development plans (Dredge et al., 2010). A digitally networked planning perspective provides an opportunity to engage hard to reach groups in Libya (Mezran, 2007).

It is possible to conceptualise a network-orientated planning and development model that overlays the findings from this research. In Libya's fragmented context, this would bring support and provide a voluntary/official planning forum spanning different domains and engaging different actors; a crucial step, given there is a strong potential that stakeholders may not necessarily act in concert, may lack awareness of the other, and might engage in unwarranted competition (Klooster et al., 2004). E-marketing information and communication systems provide a framework that can maximise the

involvement of local communities in both the demand and supply sides of the market (Henderson, 2000; Klooster et al., 2004). In this way, crucial stakeholders can express a voice in destination development.

One unique perspective is offered that provides an insight into the psyche of the Libyan people as regards engaging in the tourism development process. Traditionally, policy-development and planning were centralised and highly controlled with relatively little input from citizens. In spite of the liberation, there is a lack of confidence from the population to engage in a collaborative process in the absence of a framework or official mandate. For instance, Mezran (2007) notes the importance of understanding and taking into account the continuing significance of tribal networks and relationships within Libyan society.

Moreover, the findings from this study indicate that Libyans are open to explore opportunities and recognise the value of the Internet to the country's development and to tourism development. The implication is that a collaborative tourism development and planning process is contingent on establishing mechanisms and opportunities for internal and external stakeholders to contribute and engage in different planning aspects. The literature suggests that Libya's tourism development and planning depends on a framework for planning and development. While this can occur at local, regional or national level, in reality it can take place within any forum providing they share a consensus on goals and processes. Libya's context for the short and medium may not support a centrally managed destination planning and development organisation. This process may be characterised by social networks of individuals, groups and organisations focused on developing a vision, preparing the market and identifying a viable position. A further key stage of destination planning and development is the undertaking of an audit of the destination and its attributes.

This is underscored by continued references to local and regional level development and the role of government authorities to collaborate and provide support. It is possible to infer community level interest in the development of

the country that is evident within the literature. Community interaction for tourists is identified in the literature as a major component of the tourist experience (Jurowsko, 2011). The interaction with Libyan culture and people is cited as an important attraction for Muslim tourists. This in turn points to the importance of engaging destination communities in Libya's developments process: on the one hand, to understand and shape the factors that maximise the experience and satisfaction of tourists; on the other hand, to obtain feedback and views about destination development issues (Jurowski, 2011). E-marketing plays a significant role in sharing information, educating and promoting discussion and collaboration that can shape the destination characteristics over time. Moreover, sharing impacts and giving insights into economic diversification demonstrates how tourism development can potentially enhance the quality of life of Libyan communities. Establishing communication and ensuring communities are informed provides a basis for understanding and developing different types of relations and identifying opportunities to involve citizens in areas they are interested in. According to Jurowksi (2011), this understanding can be significant in promoting the development of projects supported by the community.

E-marketing can overcome physical boundaries and create cohesion and a sense of purpose that may not be possible in the physical world. This stage is critical because in the complex dynamics of Libya's politics a process that promotes and enables dialogue of the social economic value of tourism development may represent an inclusion mechanism and provide optimism for the majority of young people. E-marketing, on account of its reach, diverse functionality and features, and pervasiveness, represents a powerful tool to provide opportunities for citizen expression about the future of Libya and generate awareness of the potential economic value of tourism development.

One of the issues identified in tourism planning in the interviews related to the lack of continuity as a result of changes to governments and authorities. This issue can be addressed in accordance with the wider community engagement stressed in the literature. This provides a balanced approach to planning and development through shared visions and roles and greater citizen engagement

that insulates against disruptions in government. This implies the importance of implementing systems that connect and link different actors at industry, citizen, and government levels in turn leading to a collective social infrastructure. A shift away from independent policy makers to a mutually supported and connected development framework provides a stronger basis for continuity in planning and development that can draw on collective knowledge and experiences.

The findings in this section lend support to the importance attached in the literature to democratic openness in the planning process and the opening of participation (Tilly, 2007). The creation of a ministry dedicated solely to the Libyan tourism industry and its development (LANA, 2015) provides an opportunity to draw on e-marketing planning and research processes and achieve broader consultation among stakeholders. Importantly, e-marketing further provides a flexible malleable mechanism to model and experiment with networks and relational processes of existing and future actors towards an optimal model of planning that maximises collective knowledge and skills.

6.3.3 Monitoring and Evaluation

Additionally, e-marketing assumes a critical role in planning and development through mechanisms that can enable Libya to gather and evaluate data on its internal environment, the global environment and the needs of its target segments. During Libya's development, the attributes of Libya as a destination in terms of the improvement in facilities, resources and safety and security imply that it needs to manage its market strategy and marketing communications. It is emphasised in the literature that managing the brand of a destination requires amongst others thorough research and ongoing monitoring (Kotler and Gertner, 2002; Tasci and Gartner, 2009). At a basic level, this can involve reviewing social media communications and monitoring perceptions about Libya. At an advanced level, e-marketing research systems can provide advanced data mining and analytics and use big data to understand needs, patterns and trends. Content analysis aims to discern categories and patterns through the systematic examination and analysis of

textual data (Shani and Wang, 2011). Libya has potential to adopt increasingly sophisticated systems that enable the generation of a precise understanding of the changing markets.

6.4 Destination Management

- How can e-marketing facilitate destination management that enhances the country's core resources and attractors and strengthens its supporting factors?

6.4.1.1 Destination Development

Establishing Libya's reputation as an appealing destination for international tourism was viewed as critical factor. The findings from the Muslim tourists' surveys point to an interest in cultural resources and the positive sentiment and pride from Libyan stakeholders. The data underlines the theoretical importance attached in the literature to auditing destinations and inventorying the existing attributes (Uysal et al., 2011). Indeed, Libya has substantial potential as a cultural tourism destination, due to its historical sites and numerous other attractions. The development of these destinations should be formed and mapped according to Muslim tourists' destination needs.

The juxtaposition of Libya's various cultural and natural resources should be emphasised strategically as distinct destinations with the unique risk profiles and destination attraction in terms of destination attributes. Figure 67 illustrates the basic principle of this mechanism. E-Marketing provides an opportunity to counter a generalised destination image of Libya and promote multiple brands to maximise the country's tourism potential distancing stable destinations from unstable destinations and minimising image spillover effects.

In recent years, the cultural tourism sub-sector has seen a rapid expansion, often incorporating extensive educational elements. Further, it should be pointed out that providing high levels of satisfaction and unique experiences is essential for a destination to attain high loyalty and repeat visitation rates (Kastenholz et al., 2013). There is strong awareness and interest both

internally and among Muslim consumers of Libya's cultural heritage. This aligns significantly to the motivations and needs of Muslim tourists identified in both the Islamic tourist analysis and the Muslim tourists' survey.

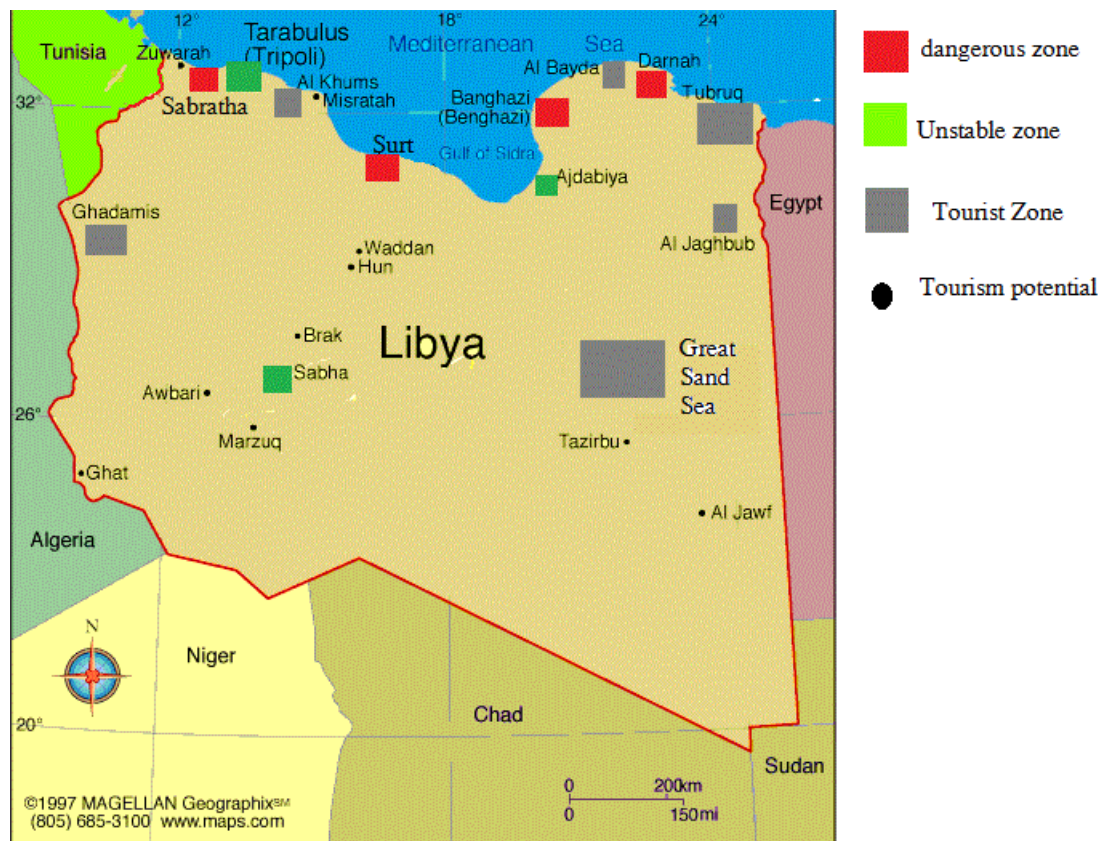


Figure 67 Risk Mapping Tourism in Libya

Source: Author's Own

It is surprising that results show a strong preference for Egypt over Saudi Arabia as the most visited destination for the Muslim tourist sample. The reason may be that this is a younger, more adventurous generation of Muslims that may be postponing their visit to Mecca for later years. Tourism in Saudi Arabia is significantly dependent on religious tourism with the presence of two of Islam's holiest cities generating a perennial flow of millions of religious tourists. Religious tourism is the main incentive to visit the country and evidence shows that of 17 million tourist visitors to Saudi Arabia in 2013, 41% were there for religious motives (Research and Markets, 2014). As a tourism destination for younger age groups Saudi Arabia may lack broad appeal. Saudi Arabia's tourism infrastructure is significantly focused around religious

tourism and religious sites (Research and Markets, 2014), and tourism visas are not available for non-religious tourists (O'Shea, 2017). Further owing to more conservative religious and cultural norms there is generalised gender segregation and a lack of entertainment options such as cinemas and restaurants which may impact the choice of Saudi Arabia as a tourism destination for younger people (Research and Markets, 2014). In comparison Egypt offers broader appeal for Islamic tourists including desert tourism and health tourism which have been popular with visitors from Gulf States (Invest in Egypt, 2012) as well as unique historical attractions and a similar Islamic culture. In the same way Libya has the potential to attract young Islamic consumers with a wider range of tourism offerings beyond religious sites that may appeal to younger generations of Islamic tourists.

The implication is however that in order to maximise the potential of Libya's cultural and natural resources an extensive audit and account needs to be undertaken. After the civil conflict, there is significant uncertainty among Libyan respondents and Muslim tourists surveyed in relation to the existing state of Libya's resources. The extent of their destruction or damage is unknown. The basis of Libya's strategy should therefore be this accounting while at the same time assessing the individual tourism potential of each attraction, in terms of accessibility and location, tourism value and the types of needs and preferences they address. This process in itself contributes value in terms of countering negative images by providing accurate information and fostering accurate perceptions about Libya's tourism potential.

6.4.1.2 Organisation

E-marketing can enable the structuring of the destination management functions and provide the framework for a wide range of management, information and research processes. Libya's incapacity to establish a central government creates a challenge to the formation of a central body to co-ordinate and direct tourism development. The findings from this research suggest that Libyans from various stakeholder groups recognise the value of technology in overcoming such challenges. Several respondents from the

industry and education sector have emphasised the importance of using innovative ways to connect different planners and citizens from across the spectrum to create a virtual organisation. Establishing a socially inclusive virtual management structure represents the greatest opportunity to develop a co-ordinated planning and collaboration process among Libyans. Commitment to a central virtual organisation is challenging as it would require consensus and communication between policy leaders in different regions. Nevertheless, there is some interest, and insights from interviews in this study indicate that a flexible network model based on voluntary co-operation and collaboration represents an adaptable and practical solution.

Interviewees indicated the need to access technology and knowledge as the basis for engaging citizens. This is consistent with the collaborative marketing principle in tourism that states it is essential to expand capabilities and broaden the knowledge base (Wang, 2011). A networked model for destination planning and management aligns with Libya's context by enabling an integrated approach. E-marketing assumes a key role, firstly as the basis of an information and research system and secondly as generating stakeholder awareness of the tourism potential and promoting engagement in a diverse range of functions. E-marketing can facilitate accessible information systems and forums that enable important strategic discussions about regional and local tourism development, whereby individuals and groups can define their role in the many facets of Libya's tourism development.

6.4.1.3 Marketing

The results from this study emphasise significant commitment and interest from Libyan citizens to engage in tourism development and exploit Libya's potential. For some, there are opportunities in certain regions that can be exploited to some degree. Coupled with this attitude is the importance attached to technology and the vast array of e-marketing applications that represent the greatest scope to communicate and attract the attention of Muslim tourists, raise awareness, improve destination image and overall enhance the competitiveness of Libyan destinations (Richtie and Crouch,

2011). Three vital themes emerge in terms of the role of e-marketing in Libya's context: destination attraction, destination image, and targeting consumers.

Firstly, the primary focus emphasised in the literature and the interviews is to address the negative image of Libya as a tourist destination. Successful marketing and management of a destination's promotion and positioning requires an accurate analysis of its image (Shani and Wang, 2011). The case study data and the interviews from Libya recognise the role of e-marketing and applications to recover a destination image. E-marketing systems provide a wide array of tools that enable the country to effectively manage its destination image. E-marketing can provide opportunities to gather data and assess the state of specific regions and cities that can be mapped accordingly, as well as providing the possibility to minimise the impact of the negative images of one destination in Libya to other destinations. Molina et al. (2010) note the importance of developing experience-focused marketing and promotional strategies and addressing weaknesses and inaccuracies. For Libya, this can combat overly negative perceptions and generalisations about the country overall, and assist in differentiating and presenting accurate representations about the safety and security of different destinations in a vast diverse geography. This can ensure that negative image perceptions for some regions or destinations are not generalised to all regions.

The world is becoming increasingly volatile and there is an opportunity to explore how e-marketing can be used to deploy tourism appropriate risk-analytics. This strategy derives from the frustration expressed by some actors and citizens from the tourism industry interviews that while some regions are in crisis there is an opportunity cost for those regions that have a better level of stability and security. This strategy raises questions over the degree of transparency and information on Libya's destinations from a risk analysis approach to counter negative destination images. This point underlines the need for a communication strategy that presents discrete and accurate regional representations to counter a generalised image of Libya as a tourist destination.

Secondly, in relation to the destination attraction or in marketing terms the product offering, what kind of offering can Libya potentially offer within the transitional period, and within a context of instability and uncertainty? The power of e-marketing is widely recognised by citizens, educational and industry stakeholders in the interviews. The case study data reveals the application of e-marketing in diverse ways to raise awareness and engage consumers. Engagement of citizens in product development represents a core element of traditional marketing and destination marketing theory. In terms of destination attraction and the destination product, e-marketing provides opportunities that align with Libya's transitional context. Emergent technologies such as virtual reality have created new virtual tourism opportunities that can represent a significant component of a tourism development model. First, it represents a new form of tourism in its own right that is strategically applicable to Libya. The virtual nature of this form of tourism overcomes the issues of safety and security in Libya. It represents a viable and sustainable mode of tourism that can potentially generate income for the country. A virtual tourism component in Libya's strategy provides a stable focus for training and development that can generate awareness and promote innovation among Libyans. There is opportunity to generate hybrid forms of tourism. Virtual tourists can be allowed to engage with Libya's cultural heritage, architecture and buildings. These types of virtual attractions may entice archaeological tourists who can explore and engage in a virtual world and that may become physical tourists. The vast attractions in Libya can be explored in safety and this may represent an initial progression to physical visits.

There are critical developmental roles of virtual tourism in addition to its primary role as a form of tourism or marketing mechanism. Virtual tourism can be insulated from the conflict and instability that occur in different parts of Libya. E-marketing systems can be hosted on cloud computing platforms cost-effectively in other countries. This can provide stability and consistency for training and development programmes for Libyan citizens. It represents a viable form of economic development and provides focus for the development of a wide range of advanced programming, art, animation and technical skills.

Libya's context provides an opportunity to embrace e-marketing systems in a highly advanced and interactive manner that in turn provides it with a competitive advantage. Virtual technologies can exert a powerful influence over their customers' inclinations and aspirations (Urry, 2002). This offers Libya with flexibility and responsive mechanisms that provide engaging experiences during crisis situations. In its initial development, state virtual tourism can provide an important first step to generate awareness and interest while the country attempts to stabilise and develop its physical and human resource capacity. Libya can position its strategy in the virtual domain with the aim of creating positive destination images. If implemented effectively, it has the potential to connect and engage with virtual tourists in highly collaborative and immersive environments and provide opportunities for users to engage in novel experiences and meet other people (Tavakoli and Mura, 2015). These findings are significant to the Libyan context because they demonstrate how virtual reality can address the specific needs of a Muslim tourist segment and how virtual tourism is received. Moreover, they point to the potential of virtual reality to counter barriers and limitations in accessing tourism, an issue that resonates with the Libya context. This is particularly significant given the strong interest within key Islamic tourist demographics of using new technology, especially among young Muslims.

Thirdly, a further significant insight into the role of e-marketing relates to engaging and developing relations with their potential target market of Muslim consumers. The section above on the new Islamic tourists suggests an interest within key demographics of using new technology, especially among young Muslims (Bowie and Buttle, 2013). Technological developments, in particular the Internet, have propelled the ability of significant numbers of tourism firms to reach customers. Theoretically, relationship marketing encompasses a wide stakeholder group and focuses on the creation, maintenance and reinforcement of relationships within that group (Kotler et al., 2006). Libyans are in a position to generate Muslim specific content that can appeal to the young demographic of Muslim consumers, many of whom have high buying power, suggesting the potential for social media based strategies to be effective in reaching the target consumers (El-Fatatry et al., 2011).

In the early phases of development, Libya's strategy will not be about attracting tourists, but about planning, development, awareness raising, and recovering its tourism industry. Strategically in terms of cost, accessibility and cultural acceptability social media aligns well to the Libyan population. As this increasingly improves, Libyans can engage in marketing their country in diverse ways and become involved in co-creation of user-generated content. Libyans can engage, communicate and share information and images about the country's vast range of resources which can be associated with cultural, adventure, religious, heritage and spiritual experiences that align with Muslim consumers. Sharing images and stories from around the country, its development and economic activity can begin to address the country's negative image. In the decision-making process, the consumer's search for information is a fundamental stage for marketers as it allows them to influence their decision by providing information (Gursoy, 2001).

Social media marketing strategically aligns with Libya's population culturally and young population in particular. The Arabic spring demonstrated the importance of this technology to communicate, mobilise and circumvent governments. This demonstrates its potential as a mechanism for Libya to begin discussing and sharing ideas about the country's tourism (Salem and Mourtada, 2015). Social media can provide the transparency of a national consultation process across different domains and indicate Libyan recovery in the eyes of neighbouring countries and Muslims.

Furthermore, attitudes towards social media among Arabs are positively associating it with improved quality of life, entrepreneurship and civic engagement (Salem and Mourtada, 2015). Social media usage in the Arab region exceeds 50% of users for a wide range of purposes including obtaining information, watching videos and sharing photos. In particular, social media can promote enhanced engagement and real-time communication and feedback. Libya has an opportunity to implement a new infrastructure and systems to undertake marketing activities from researching consumer and market data, to marketing promotions and booking processes. Libya's e-

marketing can become more sophisticated and targeted as it develops its technology and e-marketing infrastructure.

6.4.1.4 Towards Post-Crisis

Terrorist events, ongoing conflict and political unrest affecting tourism destinations can lead to significant short-term falls in visitor numbers (ABTA, 2014). Following the political turmoil in Egypt during 2013 initial high visitor numbers were followed by an abrupt decline. Nevertheless evidence shows that tourism destinations experience post-crisis recovery unevenly and certain factors may impact a more rapid restoration (Parkinson and Heyden, 2015).

Libya's political turmoil has resulted in significant damage to infrastructure, image, and national stability with tourism recovery projected to be prolonged. The speed of crisis recovery appears to vary in different contexts, with some countries witnessing a rapid recovery to pre-crisis levels within a few years. Research shows that for tourism destinations impacted by terrorist attacks a downturn in tourism is typically experienced for between 13 to 21 months (Monks, 2017). This is consistent with the case of Tunisia which in 2017 appeared to experience a relatively rapid recovery from the ISIS attacks two years earlier which targeted mainly European tourists and subsequently decimated tourism (Monks, 2017). However continuing political instability or a series of crisis incidents appears to slow recovery period, and can follow a less linear path as represented by the cases of Egypt (TradingEconomics, 2017) and Ukraine, which following the 2008 political crisis took five years to recover tourism arrivals to pre-crisis levels (PWC, 2015). Recovery after situations of political instability is linked to the severity of damage and destruction to infrastructure, and the extent to which political, economic and social structures have been destroyed or dismantled. In Tunisia, the nature of the crisis resulted in limited damage to infrastructure or systems (Monks, 2017) meaning that tourism resources and expertise remained intact and were available to support a rapid recovery. This emphasises understanding of the factors which can influence the pace and strength of recovery within the tourism sector following crisis events.

Evidence suggests a wide range of factors that could influence the pace of tourism recovery from crises. The pro-active management of image is likely to affect recovery time. Egypt has aimed to change perceptions of the safety of the country through publicising high-profile visits and investing in cross-country advertising campaigns (Dahir, 2017). Such strategies have played a critical part in enhancing Egypt's image abroad and resulted in the recent rescinding of flight bans imposed by key European markets (Egypt Independent, 2017). Linked to the management of image and reputation, visible and high-profile security measures to ensure visitor safety appear to play a major role in supporting a faster recovery. In both Egypt and Tunisia the tourism sector and government have been proactive in safeguarding tourist security and safety, stressing the reinforcement of security measures, personnel, technology and training in airports, tourist locations and other resources (Scott, 2017; Reuters, 2017; Kim, 2017). Moreover in Egypt and Jordan, the development of tourist enclaves has achieved a greater measure of security (Basu and Marg, 2010). However spill-over effects from conflicts in neighbouring countries have resulted in significant impacts on tourism bookings and arrivals in Egypt and Tunisia, pointing to regional instability as a further factor affecting recovery (Kim, 2016).

In particular two key responses have been highlighted to encourage tourism recovery in post-crisis situations of price reductions and promotion of individual in-country destinations. Reducing prices post-crisis is agreed by tourism experts to help boost the attractiveness of a destination and increase visitor numbers. This approach is argued to lower risk perceptions and positively impact tourists' cost-risk analysis. This strategy has worked effectively in Tunisia where substantial reductions in visitor numbers during the 2011 Arab Spring recovered to higher than pre-crisis levels following price reductions (Parkinson and Heyden, 2015).

Promoting individual destinations within countries experiencing ongoing conflict or terrorist events and assuring their security has also been a successful strategy for several nations. The adoption of tourism renewal strategies aimed at marketing new experiences to new groups of people

appears to play a role in the pace of recovery. Tunisia for example is shifting the focus of its package tour, sun and sea brand management towards greater emphasis on cultural tourism and the country's rich cultural heritage and sites. New digital media marketing strategies have been incorporated aimed at developing new markets in Algeria and Russia (Scott, 2017). Research shows that incorporating greater promotion of intra-regional tourism within new market development appears to be a successful strategy towards faster recovery (Basu and Marg, 2010). Similarly Egypt has introduced new marketing campaigns specifically aimed at attracting Arab visitors from the Gulf States (Dahir, 2017). Colombia has witnessed strong growth in tourism in recent years despite continuing internal conflict in conjunction with an escalation in security and army presence in major tourist hubs and highways. Egypt has also previously focused successfully on the isolated marketing of Sharm el-Sheikh, while tourism and tourist zones in Mexico have remained generally unaffected by the violence occurring in other areas of the country (Parkinson and Heyden, 2015).

These factors notwithstanding, new incidents and the individual cacophony of events can create an overall impression impacting tourist perceptions and introducing significant complexity within tourism recovery. The nature of the crisis event for example can impact post-crisis recovery. Evidence points to lower risk perceptions from tourists if the crisis such as a terrorist attack is a single event. Experts argue that in this case tourists' memories are generally short and statistics show that despite short-term falls tourism numbers can recover reasonably rapidly. However, long-term turmoil and conflict are indicated to significantly influence tourism recovery. Egypt for example has witnessed a decline in UK visitor numbers of 18.5% between 2010 and 2014, following multiple years of political unrest (Parkinson and Heyden, 2015).

The speed of recovery may also be impacted by the provision and availability of government support, strategic prioritisation and financial resources. Egypt has offered incentives and lowered levies for airlines (Dahir, 2017) while a government package of measures introduced in Tunisia provide financial

support for tourist institutions, lower taxes and minimise visa requirements (Monks, 2017).

6.4.1.5 Information and Research

Case study findings demonstrated that developing countries' success in attracting tourists was underpinned by research and identification of specific markets. This then formed the basis for online marketing campaigns. Two key perspectives from the interviews underscore the importance of segmenting and targeting. Firstly, Libya's context as it recovers and transitions will only appeal to certain segments of tourists. Secondly, it is recognised that the poor quality of facilities and resources will render Libya less attractive to certain market segments with preferences for high-end tourism destinations.

The implication is that Libya must acquire in-depth insight and understanding of tourists' motivations and attitudes. It has already been argued that Islamic tourism is an under-researched but evolving market that represents a key foundation to Libya's tourism strategy. Its proximity not only geographically but also religiously and culturally provides a strong logic to shape Libya's strategy in this direction. However, even this segmentation is too broad and requires information and research on Muslim tourists to understand the type of consumers who may be attracted to the destinations' attributes in Libya. This finding supports the view that developing countries with limited investments and infrastructures can realise economic benefits from a targeted approach enabling them to maximise small specific destination attribute sets to target specific market segments (Briggs, 2011; Shunnaq et al., 2008). For instance, Libya's beaches and deserts with limited infrastructures and constraints on future investment can be aligned to a narrow band of tourists.

The importance of an e-marketing system in relation to its role for information gathering and research is recognised by Libyan stakeholders. The Internet is used as the main source of tourist information. For Muslim tourists, primary and secondary data in this study revealed the Internet as a main source of information. E-marketing can provide insights in specific practices as marketers need to understand the strategies used by consumers to source

information, this would allow them to effectively customise their offerings and promotional tools (Gursoy, 2011).

E-marketing research processes can enable data gathering and analysis on Muslim tourists to understand specific motivations and needs. Understanding of this market is lacking (Zamani-Farahani and Henderson 2010; Alkhasawneh, 2015; Jafari and Scott 2014) and provides an opportunity to establish a competitive advantage in understanding and developing relations with this market. However, more in-depth specific profiles need to be generated and achieved through analysis of big data and consumer research for this market that can provide specific insights and identification of segments that may be attracted to the attributes of Libyan destinations.

Muslim tourists therefore provide the central focus for the development of Libya's tourism strategy, marketing and destination development. The high adoption of social media amongst Muslims provides Libya with a cost-effective way to connect and engage with this market and generate insights. Muslims from Arab countries across the Middle East and North Africa have widely adopted social media; within 22 Arab countries with a large Muslim population, more than 135 million people use the Internet with a penetration rate of 110% (Salem and Mourtada 2015). Segments such as tourists focused on spiritual, heritage, cultural or adventure tourism can be identified and targeted using the appropriate channels to convey the product attributes that align with their needs. Social media can be an important channel for Libya to interact with tourist consumers, understand their behaviours and needs, and analyse and segment consumers, as well as obtaining important feedback and ideas for new products development. In particular, the young demographic of Muslim consumers, many of whom have high buying power, suggests the potential for social media based strategies to be effective in reaching the target consumers (El-Fatratry et al., 2011). Muslim digital audiences have reached critical mass and are accessible through many channels (El-Fatratry et al., 2011; Sarwar et al. 2013).

The power of e-marketing provides a vast array of systems that enable in-depth research and analysis. Managing tourist perceptions of Libya and ensuring accurate destination information can increase the level of knowledge and awareness of Libya that target consumers possess. This is consistent with findings from the literature which indicate that decision-making is based on what tourists know about a destination (Gursoy, 2011) which in turn is influenced by risk perceptions (Crotts, 2003). Targeting communications in line with risk perceptions and differences can prove to be a vital strategy in presenting Libya in the most favourable light to those travellers most likely to visit the country. Furthermore, risk perceptions are known to vary according to context and specific situations (Reisinger and Mavondo, 2005). E-marketing analysis to understand risk aversion is significant given that the literature finds that some tourists are more risk averse than others (Roehl and Fesenmeier, 1992; Reisinger and Marondo, 2006). E-marketing research can assist in understanding the cultural and personal differences between tourists.

6.4.1.6 Human Resource Development

Libya's tourism development fundamentally hinges on educating and training the population. This theme was critical to the cases of developing countries in post-crisis tourism development, and was a priority identified by all stakeholders. E-marketing represents an opportunity to address human capital development. Firstly, the scope of e-marketing extends to the development of people as a key component of the marketing (Buhalis and Matloka, 2013). Secondly, the cost-effectiveness and accessibility of e-marketing systems addresses resource issues and aligns with Libya's context in that it provides a low total cost of ownership and often free open-source systems that generate capacity building opportunities for Libyan people.

While the prevailing context is recognised as highly volatile and problematic, positive sentiments were expressed in relation to the role of technology to educate, inform and provide a flexible platform for learning and development. A temporal element is noted in the interviews, in that human resource

development through technologies can occur in flexible and transitional formats.

Critically, e-marketing represents an important catalyst in relation to human capital development. In the early transitional phase, e-marketing can play a role in generating awareness and interest among Libyan citizens. The high mobile phone and social media adoption underscores the importance of integrating e-marketing systems in the early phases as development tools. A social media perspective can be viewed as a key strategy facilitating and generating impetus for diverse and flexible cost-effective learning. The findings again indicate the importance of flexible and agile systems of learning that are resilient in the country's transitional context. One interviewee argues "we cannot let civil unrest disrupt the learning of our young as it put us back even more". One expert respondent in Libya recognises the power of social learning opportunities, stressing that Libya's human resource strategy should embed a wide range of online learning resources from bloggers, social media groups, and tourism development groups from the Middle East and around the world. Recognising and embedding mobile and social learning potentially ensures some degree of accessibility and continuity. Further, knowledge and online contacts can be created and categorised to support development of skills in Libya. It is viewed as critical to promote knowledge transfer and skills learning in the most cost-effective and flexible approaches. As one interviewee stresses "over time we can develop a nation of online marketers, and social entrepreneurs and technologists, we should not think only about hotel receptionist, customer service training but about knowledge workers".

This inevitably requires a shift in culture and attitudes by using e-marketing to generate awareness of opportunities and benefits of tourism. Small projects can support human resource development providing opportunities to implement vocational training around specific initiatives that at the same time generate awareness and broaden the knowledge base. The concerns over lack of central funding and corruption place constraints on such initiatives. If citizens perceive that their effort and commitment will be exploited through corrupt practices then the momentum for development and enterprise can be

significantly undermined. However, the value of e-marketing is acknowledged to provide significant benefits for individuals and communities to innovate and do things differently. E-marketing holds potential to transform Libyan business, however this requires a new perspective on how Libya can engage with digital consumers, utilise digital systems and transform their lives and communities. This can be achieved independently of government support and funds. This is not to understate the role of the government when it stabilises but instead to recognise the power of e-marketing to apply an alternative entrepreneurial networked perspective that connects people and resources. Human resource development is a vital component that exposes Libyans to e-marketing in its various forms from a simple social media account to collaborative community or business projects that represent a major transformation in thinking by Libyan people. E-marketing is a broad term that represents a broad range of emergent technologies that can be leveraged to major transformational effect for Libya's tourism development.

One interviewee presents a powerful insightful point regarding the role of the state. *"It will be a misjudgement to conceive that the government in years to come can orchestrate the exploitation of the digital technologies to transformational effect. There are traditional attitudes and issues of control and corruption"*. Significant transformations can be achieved through broader free access and exploration of new technologies. There is a role for the state to fund, finance and promote change but there is a need for citizens to embrace these technologies according to their interests and their positions to truly affect major transformations in the Libyan economy. These technologies provide vast opportunities to learn, share, communicate, collaborate and do business. *"An individual with a camel and a mobile phone can operate independently of the government and in isolation"*. This perspective emphasises an opportunity for public and private partnerships in training and development initiatives and more widely in tourism development.

Notably, access to training, development and expertise is cited by interviewees as critical to Libya's development. Digital literacy and experience in a diverse range of new emergent technologies can be viewed as a major priority for

Libya's development. However, the country's context places major limitations of physical resources in terms of educational sites and foreign expertise. A new perspective or focus on Libyan human development emphasises the importance of e-learning and digital resources and social learning networks. A digital learning strategy represents the most accessible and applicable form of learning and development, at the same time exposing citizens to a broad range of digital literacy skills that are critical to e-marketing and to Libya's marketing as a tourism destination. The destruction of educational resources and the instability and insecurity undermines investment to rebuild colleges, universities and training centres. Therefore, a digital learning strategy provides access to cost-effective learning resources and social learning opportunities, internal, external from other Arab speaking countries, and international.

6.4.1.7 Finance and Investment

The interviews indicated an awareness of the economic and political constraints faced by the state to make financial commitments in the short and medium term. Problematically, the two traditional sources of funding through government and foreign direct investment are constrained. This issue emphasises the importance of exploring alternative forms of financing to fill this gap. While the importance of government financial support was acknowledged, there is an emergent attitude that innovative approaches to financing are possible with diverse private sector financing. A major limitation, both international and domestic, is the assumption of a long-term focus and that any development is contingent on the availability of large-scale financial development. However, this is problematic for the short and medium term perspectives that are required to stimulate and support a wide range of developments.

Libyan citizens have pointed out in interviews the potential of accessing support from Libyan citizens living abroad. The literature recognises social opportunities for myriad incomes streams from families and extended families and friends living in other regions (Jamali and Lanteri, 2015). But external Libyans represent a further source of funding. These segments possess a less

generalised perception of risks and a knowledge of local opportunities compared to the international investment community.

However, to explore this option requires engagement strategies that establish stronger links between the foreign Libyan community and other Arab communities. This point is reflected in the attitudes of respondents who acknowledge the diminished financial capacity of the state and uncertainty over the future availability of funds. For some this meaningful tourism development is strongly associated with the availability of central funds (Murray, 2015). However, this position understates and overlooks Libya's potential to explore and generate innovative sources of funding. Therefore a shift in perspective in terms of the scale and source of financing can provide some impetus for short-term micro-funding. This implies a broad social process and communication strategy that builds bridges between local entrepreneurs and foreign-based Libyans. The premise underpinning this thesis is that the role of e-marketing can generate innovative strategies and solutions that can nurture dynamic and diverse alternative sources of funding. At the same time, the literature notes that positive attitudes to tourism and its development are directly correlated to residents' perceived amount of personal benefit to be obtained (Dyer et al., 2007; Oviedo-Garcia et al., 2008).

E-marketing has the potential to stimulate supply-side processes by projecting accurate representations of the country's tourist potential and value. There is a synergy with image management for the demand side, and therefore the process can be mutually supportive. For instance, in the same way that e-marketing can project positive images and progress that raises awareness among tourists, the same content can also boost the confidence of potential investors.

However, the challenge for transitional economies is significantly an issue of confidence and stability. The view from some interviewees is that there are Libyan entrepreneurs and citizens that may at a given point take risks. This perspective can be explored as a question of risk aversion from an investment perspective. Highly risk-averse investors, international or domestic, are

unlikely to invest in the current context and may never invest until the country has progressed to a stable and secure situation, possibly for decades. However, if risk aversion is viewed on a continuum to represent investors from low risk aversion to high risk aversion, then it is possible to question under what contexts investors who are less risk averse invest and engage in economic activity. Cui et al (2016) confirm the link between the tourists risk appetite and risk thresholds as forming the basis for financial investment. Given the relationship between risk aversion and investment established in the literature, a significant role can be inferred for e-marketing systems to increase supply side awareness and interest. The findings from the Libyan stakeholders have pointed to a diversity of potential investors and to the generalised image and lack of transparency and understanding of the political and economic situation in different regions of the country. Libya's economic development needs to be underpinned by diversification of funding and economic projects. Moreover, e-marketing provides a framework for internal planning and development processes that generate ideas from citizens on tourism development. Communicating and extending this collaboration to the international Libyan community can promote individuals to invest in specific projects. In particular small-scale micro tourism projects may attract some interest as they reduce investors' level of exposure.

The findings from this study are consistent with the importance attached in the literature to boosting investment through planning and conveying the purpose and benefits of tourism development. At some small level there is scope for the government to invest in small-scale show case projects to demonstrate Libya's opportunities at the local level and provide the initial impetus. E-marketing can be utilised to communicate such projects and generate awareness and interest. The community approach views local community empowerment as central to tourism planning and as a basis that aims to increase their involvement in the decision-making processes and to maximise tourism's social benefits (Getz, 1987).

6.4.1.8 Crisis Management

E-marketing represents a critical vehicle both in relation to monitoring and evaluation of events and communication during crisis events to mitigate damage to image. E-marketing communications through social media as a primary channel can be utilised to convey truthful, accurate, fast and consistent responses to events. The literature notes that the tourism industry can recover within 6-12 months when supported by positive communications and events are not consistently recurring (Pizam and Fleischer, 2002).

E-marketing can provide a vital infrastructure and framework for planning and responding to crises. The literature indicates that destination brands are easily affected by changes to their environment including alterations in the economic circumstances, new competition, and variations in consumer preferences; they therefore need to be monitored, assessed, nurtured, revised and adapted to suit these changes (Tasci and Gartner, 2007). The literature notes the importance of an effective crisis management strategy that includes giving accurate, consistent and truthful information and support to the stakeholders concerned which is critical to avoid irreparable damage to the destination brand (Sonmez et al., 1999; Tasci, 2011).

Crisis management is argued to be comprised of four key phases of prevention, preparedness, response and recovery. Prevention involves forestalling or ameliorating the crisis while preparedness relates to the establishment of measures prior to any crisis. Response consists of productive and effective crisis reactions while recovery encompasses both short and long-term attempts to revive communities following crises (Cronstedt, 2002). An absence of crisis preparedness for Libya tourism sector can hamper its crisis response and post-crisis recovery impacting the sector economically (Granville et al., 2016).

Libya would need to engage with multiple stakeholders to maximise its recovery and crisis response. Destination marketing organisations can be constituted by communities for the purpose of organising destination competitiveness efforts these organisations are known to be the pivotal

coordinators of marketing communications (Pike and Page, 2014). The literature shows that Libya can engage in supporting knowledge-building initiatives in relation to crises (Blackman et al., 2010; Blackman and Ritchie, 2008). However research and knowledge related to DMO involvement in crisis management remains limited given the relative recency of the field (Paraskevas et al., 2013).

Research into tourism crisis management has provided understanding of crisis preparedness and response nevertheless scholars have emphasised the need for a more holistic and systematic approach to tourism crisis management research (Granville et al., 2016). Granville et al., (2016) attempted to address this gap by emphasising the relationships and stakeholder expectations of destination communities during different phases of crisis management through the adoption of a public relations perspective.

Attributes viewed as significant by tourism destination stakeholders were identified within different phases of crisis management: business crisis preparedness and destination crisis response and recovery (Granville et al., 2016). Libya would need to keep current with media developments in relation to the crisis; establish and coordinate relationships with state agencies involved in crisis management; prepare command and communication chains; communicate to stakeholders on crisis status including response and recovery; preparing financial support for tourism-related businesses to recover post-crisis; providing pre-crisis knowledge-building activities to tourism stakeholders to guide adequate planning for crisis situations (Granville et al., 2016). The literature indicates that specifically destinations were perceived to lack sufficient engagement with crisis preparedness resulting in negative impacts on crisis response and recovery (Granville et al., 2016).

The requirement for a more inter-disciplinary and technologically driven approach to tourism destination crisis management has been emphasised (Pennington-Gray, 2017). Tools such as GIS could be employed in planning phases while during crises the use of real time and messaging by tourists staying within the same destination could be usefully harnessed. Simulation

tools involving augmented or virtual reality have also been suggested to have utility in a range of areas such as capturing responses in the event of a crisis or testing tourist evacuation routes (Pennington-Gray, 2017).

As Libya recovers, any potential civil unrest or conflict in the country could be widely reported and potential tourists may project an unwarranted inaccurate or exaggerated level of concern. E-marketing systems provide responsible platforms to address these factors. The literature emphasises the importance of disseminating information consistently and in a coordinated approach to ensure positive perceptions (Peattie et al., 2005; Pizam and Mansfeld, 2006).

6.4.2 Resources and Infrastructure

A technology e-marketing perspective to Libya's tourism development can also be evaluated in regard to resources and attractors. Destination competitiveness and the destination management process are underpinned by *core resources and attractors* (Ritchie and Crouch, 2010) that represent the primary motivation for tourists. The literature emphasises a range of key elements: geographic environment, climate, culture and history, events, entertainment, and market ties (Ritchie and Crouch, 2010). Further, the key foundations for tourism success are acknowledged to be based on a range of *supporting factors*: infrastructure; accessibility; political commitment; supporting resources; and enterprise and hospitality. It is beyond the scope of this study to evaluate the role of e-marketing in enabling these components. However, the discussion is prioritised in relation to themes and priorities that have emerged primarily from the Libyan stakeholder perspectives, triangulated with the case study data, Muslim survey and literature.

In relation to infrastructure, two major themes triangulate from the literature, the case study data and critically from the Libyan stakeholders' perspectives. First, the issue of infrastructure as a key component and as a cross-cutting theme has the capacity to drive and influence all aspects of destination planning, development and management. This emphasises technological infrastructure as a key component that has the capacity to integrate all tourism

development processes within an information ecosystem. These linkages will be emphasised in this discussion.

Additionally, there is an opportunity for Libya to establish a competitive advantage through tourism development and marketing specialisation. Uniquely, Libya's technological context represents a potential source of competitive advantage. Libya possesses no significant technological infrastructure, with the implication that it is an infrastructural blank canvass and it is not constrained by the same limitations faced by other countries in upgrading its technology to incorporate modern new developments and forms of e-marketing. Additionally, this blank canvass enables Libya to adopt a technology strategy that is consistent and aligns with Libyan cultural identity. This strategic opportunity can enable greater participation of citizens through technology in all areas of Libya's tourism development from planning, to research and e-marketing.

The high penetration of digital mobile communications and social media adoption points to the potential role of technology in Libya that can be explored within the Arabic Libyan context. Libya can develop an important specialism in e-marketing and destination management. This point is critical to forging a significant competitive advantage given the increasing importance of a vast array of e-marketing applications and developments such as cloud computing, relational marketing, Big Data, virtual tourism, creative tourism, gamification and social media. There is significant potential for Libya to develop a specialism in tourism e-marketing in a progressively balanced approach as illustrated in Figure 68. The strategy can commence by placing a focus on independent accessible systems that are cost-effective such as websites and social media platforms and progress increasingly to an integrated and more advanced model.

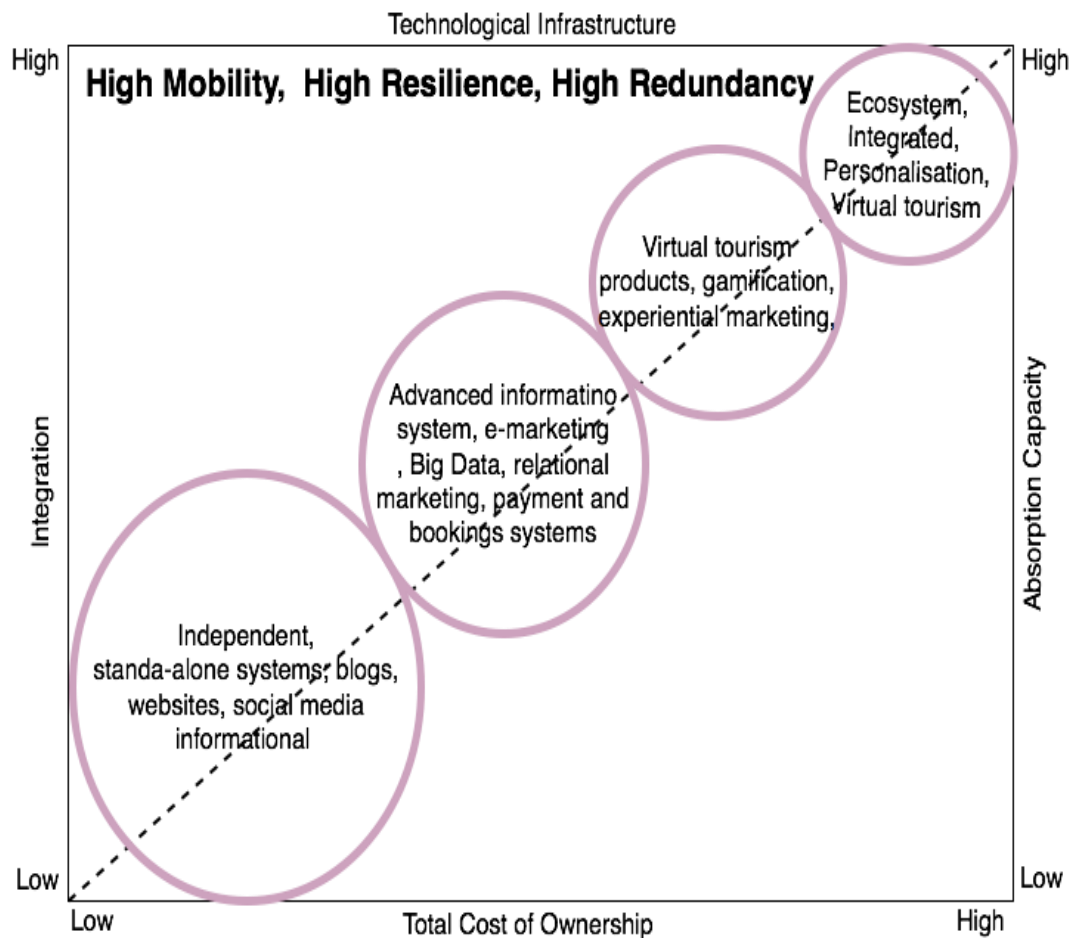


Figure 68 Transitional Technology Strategy for Libya

Adapted from Wang (2008) and Wang and Pizam (2011)

At the same time, a technology driven tourism model can address security issues. Technology platforms can be highly resilient, mobile, redundant, and modular. They range from low cost simple open-source modular systems to highly sophisticated scalable platforms. For instance, as an extreme example of built-in resilience against instability and civil conflict, infrastructures can be hosted on international servers and hosting systems on shared cloud computing platforms which are becoming increasingly cost-effective. The country's tourism information system and transaction systems can be founded on mobile devices. Mobile communications and mobile devices represent resources that can easily be shared and removed from high-risk sites. Mobility of infrastructure represents a critical dimension to address safety and security issues.

6.4.2.1 Entrepreneurship

The failure of the political system points to the need to understand socio-cultural processes. Young Libyans through social media and internet can educate and engage and may enable them to become entrepreneurs. The findings from this study underline the importance of promoting and supporting entrepreneurship, which emerges as a significant theme from case study evidence from developing countries and from Libyan interviewees. Traditional economic plans for mass tourism represent a long term strategy. The most recent plans by the Libyan government focused on its aim to attract high value-added tourism through a combination of high quality resorts on the seaside and adventure and cultural attractions (European Commission, 2009). However, such a plan can only be implemented in the long-term given the government's fiscal context and the lack of confidence to invest in the short to medium term.

The findings lend support to the increasing evidence from earlier studies suggesting that entrepreneurial culture enhances competitiveness and the development of tourist destinations (Koh and Hatten, 2002). In Vietnam, which experienced a similar evolution from a command to a free-market economy, entrepreneurs adapted strategies to manage the disappearance of government aid (McMillan and Woodruff, 2002).

Arguably, while the vacuum in political leadership and government support creates uncertainty, it nevertheless within certain limits provides an opportunity for risk-takers and entrepreneurs to engage in economic development. The inability of the government in the short to medium term to inject financial stimulus and make major investments in infrastructure and development does not preclude economic development. This emphasises the role and opportunity for more dynamic and responsive forms of economic development in terms of individual and community entrepreneurship. The concept of crowdfunding was seen as an alternative to traditional sources of funding for projects in Brazil by Martins and Medeiros (2016) and is growing in importance for development funding.

E-marketing can play a significant role for enterprise that is isolated as a critical factor for Libya's economic and tourism development. Broadly, e-marketing on the supply side can enable research processes that facilitate knowledge transfer and learning, stimulate entrepreneurship and promote innovation. These elements can influence the nature and quality of Libya's core resources in terms of shaping the type of resources and facilities.



Figure 69 Young Libyans Discussing the Future

Source: Author's Own

The picture in Figure **69** is unlike the image that is often projected in the media. It is significant in reflecting the contemplation, inquiry and ambition of Libya's youth. On the demand side, e-marketing can facilitate the growth of indigenous entrepreneurship by empowering small enterprises to create awareness, inform, engage and attract visitors in diverse ways. The ambitions expressed by young people in Eastern Libya emphasise the role of e-marketing at a micro, individual level. One Libyan excitedly states: "I want to attract surfers to Libya's coastline". He talks with pride about this resource. "In Eastern Libya, I can drive them from Egypt for a week surfing on the beach. I want to build website and learn how to sell to them. We do not need hotels, we can use tents on the beach and build fires. It will be an amazing experience." Another Libyan is interested in computers and wants to become a web programmer so that he can develop websites for tourist businesses. When he

learned about virtual tourism, he expressed interest in learning to develop 3D representations of tourism sites that people cannot visit.

The cumulative impact of hundreds of thousands of entrepreneurial ventures can provide rich sources of economic diversity and innovations that maximise Libya's vast geographical resources. This process of development through enterprise critically depends on a robust resilient technological infrastructure. This process can be marketed and publicised to demonstrate Libya's recovery. It projects an adventurous dynamic short-term view of tourism development that can be transitional. Libyans do not and cannot afford to wait for "stability". E-marketing can provide success stories of different and diverse enterprises that in turn stimulate new forms of investment through Libyan crowd-funding. E-marketing can generate awareness and assist in developing linkages between Libyan entrepreneurs inside and outside Libya. The focus on micro-projects is supported by success in other developing countries. In transitional high risk economies, micro-projects imply lower financial exposure that can potentially be tolerated. Arguably government or state investors will have a lower risk tolerance threshold for £1 million to £10 million projects, compared to micro-projects.

Enterprises are viewed as vital to stimulate activity and innovation, and build confidence that in turn can lead to more substantial investment in due course. Therefore, these findings suggest that a long-term perspective that assumes that no investment can occur until Libya is stable is flawed. This implies an understanding of the risk thresholds and risk appetite of investors, both domestic and international. The underlying mechanism is e-marketing that has the capacity to raise awareness, generate interest and stimulate supply side activity. It can form the bedrock of Libya's development providing a responsive, agile and dynamic approach that is critical to the country's development.

The concept of enterprise places emphasis on the role of individuals over the state. All these factors point to enterprise not only as a supporting resource factor but as a critical catalyst in many respects. The Libyan population is young and e-marketing enables the empowerment of citizens and has the

potential to divert attention away from conflict. This is supported by evidence of the liberating and psychological benefit on young people in the Arab World (Arab Social Media Report, 2015).

E-marketing can be a critical tool in the cognizance of the role of and opportunity for tourism development and the country's tourism assets. E-marketing can be a critical mechanism to encourage entrepreneurial knowledge and opportunities. Entrepreneurship can provide Libya with a dynamic, agile and highly responsive tourism development. Supporting enterprise through e-marketing provides Libyans with an opportunity to exert influence of their lives. The liberation of Libya provides an opportunity to decentralise and diversify economic activities. Traditionally, economic development and tourism services were concentrated with the government and its partners. In addition, the state provided salaries and directed all economic development. These two factors meant citizens had limited scope or incentive to engage in entrepreneurial projects. Developing services for tourism will not become a priority for entrepreneurs as long as tourism remains a minor source of income for them. In this respect, e-marketing can play a significant role in conveying the commercial benefits and opportunities offered by tourism.

Although Libya has substantial tourism potential, historically it has always been and still is a minor player in the wider MENA region. This emphasises the importance of a strong vision and positioning for Libya contingent on inclusive planning and a consultation framework that can be facilitated and discussed by e-marketing. Further, the role that e-marketing can play here is to unlock and enable access to alternative sources of funding by generating awareness and promoting positive destination images among the community. The focus on this strategy would be to provide insights into entrepreneurial opportunities by emphasising key attractions and resources and highlighting success stories. There is potential to leverage e-marketing to connect business-orientated Libyans and promote discussions of a range of development issues related to tourism. Crowd-funding tools provide opportunities for individuals,

groups and organisations to create campaigns to raise funding from a large number of people for a wide range of projects or ventures in Libya.

6.5 Transitional Tourism Response Model

This chapter commenced with a discussion and analysis of the critical issues and challenges faced by Libya. The contexts discussed established a framework of priorities and opportunities against which the role of e-marketing was discussed. The final research question is discussed in this section, namely: *What tourism response mechanisms can be modelled to account for temporal factors that develop and sustain the country's capacity to competitively market its destination?*

The models below, namely the Tourism Response Model and Target Models, are reflective of the primary and secondary research and underpinned by a critical review of the literature. The key areas that emerged from the analysis were focused upon post crisis, but then move forwards in a series of phases that reflect the case studies all of which are at different stages of their development cycle. For example, Mozambique is at the early adopter stage, whilst South Africa appears to be progressing to the decline stage as a reflection of the current political uncertainty in the country (presidential changes), adverse climatic conditions of having 4 years of drought in some of the major tourism areas and social breakdown and increases in crime and violence. This may even result in a new crisis stage. Table 10 provides the summary of those factors that have informed the model. Themes from primary (stakeholders) and secondary (country cases) research related to the Tourism Response Model provide stage approaches whilst the Target Model provides vehicles to increase tourist numbers at each stage. The first column shows how E-Marketing underpins both models.

This means that the tourism model is predicated upon the key findings of the discussion presented in section 6. The top centre of the model in Figure 70 overlaps two models of Butler's tourism life-cycle model and Plog's model of the classification of tourists based on their personality types. The phases of these two models are distributed across three crisis phases: crisis phase;

crisis response phase; and post-crisis. Based on the findings of this study, the model describes a particular focus for tourist destination planning and management that can inform and guide Libyan tourism policy. The interactions and dependencies within this model are now discussed. The central proposition of this model is that the development of tourist destinations transition through multiple stages incrementally as illustrated in the model, starting with discovery, then growth and through to large-scale success before decline and possible revival. The early phase of the model suggests that destinations are largely unexplored and novel and are attractive for the more adventurous tourist. Butler's stages of development can be aligned with Plog's personality types from explorers to more risk-averse and inhibited types.

Table 10 Model Components and Research Themes

Themes from primary (stakeholders) and secondary (country cases) research	Tourism Response Model Provides stage approaches to:	Target Model provides vehicles to increase tourist numbers at each stage:	E-Marketing that underpins the tourism response model:
<p>devising and implementing strategies to develop tourism potential, industry capacity</p> <p>lengthy and unclear bureaucratic procedures, complicated private investment processes;</p> <p>high levels of income inequality</p> <p>inadequate infrastructure</p> <p>protect natural and cultural heritage – sustainability</p> <p>establish regional hubs</p> <p>community participation</p> <p>training and education at</p>	<p>Strategic Management process; Investment in selected destinations only at first stage and then to integrated at later stages</p> <p>encourage international investment at identified stages</p> <p>public private partnerships, building consumer trust freedom to invest</p> <p>establish regional hubs and engage stakeholders</p> <p>provide infrastructure strategy</p> <p>Multiple short-term projects</p> <p>Implement training and awareness</p> <p>Community participation;</p>	<p>Focus on core segments;</p> <p>respond by developing new product that is market segment based</p> <p>Integrated digital platforms;</p> <p>targeted campaigns emphasise the experiential</p> <p>target perceptions about security</p> <p>international marketing</p> <p>regional marketing</p> <p>increase visibility as destination choice</p> <p>internet niche marketing through online sites</p> <p>building consumer trust</p> <p>core markets and product development and packaging</p> <p>engage in product design and devel-</p>	<p>In relation to marketing;</p> <p>technology through the social media the Internet and e-Marketing assumed critical factors in enabling diverse, creative and targeted campaigns</p> <p>Niche marketing through specialist sites and linkages online with relevant sites demonstrated the importance of networks and online relational approach to targeting engaging and attracting tourists.</p> <p>Underpinned by targeted focus on core segments and adoption of emerging technologies to emphasise experiential attributes of destinations.</p> <p>Destination marketing on social media</p> <p>Overcoming limited research by drawing on external research to overcome short term poor research capacity</p>

<p>all levels technology and service provision</p> <p>streamlined processes, timescales</p> <p>foreign skilled expertise require international consultants</p> <p>government role supervisory and planning research essential</p> <p>Roles of citizens in marketing and development</p> <p>E-Marketing strategies</p> <p>Tourism development schemes</p>	<p>training and education at all levels;</p> <p>integrated community-based projects</p> <p>streamlined institutional processes</p> <p>increased access to technology for example broadband role out</p> <p>phased marketing</p> <p>promote entrepreneurship</p> <p>Sustainable; diversification of tourism products;</p> <p>regional product development; development of historical and cultural sites</p> <p>Step stage approaches to reflect current environmental position</p>	<p>opment</p> <p>Muslim tourist;</p> <p>Leisure shopping, visiting historical cultural sites, sports and recreation, VFR, theme parks leisure.</p> <p>Require business investment, quality of access, interested in arts culture and history, Halal food, security safety, reputation, customer service, places of and to worship</p> <p>Get information from, internet, family and friends,</p>	<p>Prioritises research on, booking capacity, attracting foreign investment (critical), brand development to respond to needs based on intelligence</p> <p>Information and research system online and social media for targeting</p> <p>Create positive sentiments create and share content,</p> <p>image promotion, own social media</p> <p>Facilitate information sharing like experiences linking visitors with prospective tourists</p> <p>Connect destination employees and citizens with consumers online and provide digital access to citizens to share knowledge and promote</p> <p>Destination champions.</p> <p>Introduce gamification, virtual reality, management information systems</p> <p>Engage young citizens, sustain safe zone in virtual infrastructure, create virtual communities and teams</p>
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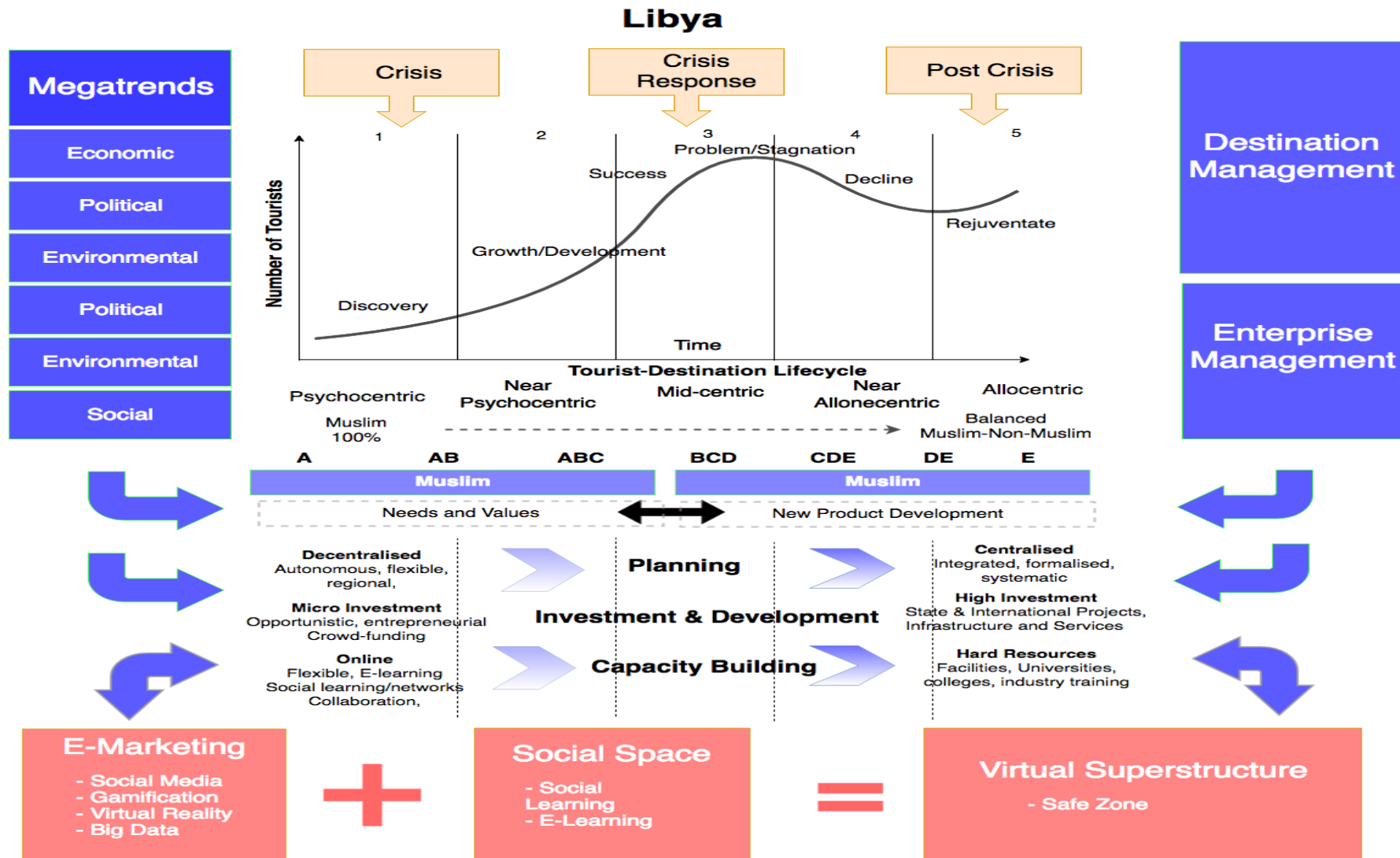


Figure 70 Transitional Tourism Development Model

Source: Author's Own

For Libya many destinations fit this early stage and the model is less complex than other countries such as Tunisia which may have multiple destinations at different stages of development and maturity. For Libya the tourism destination lifecycle outlined in the model is also mapped to crisis phases with each phase having implications for tourist destination planning and management. Target models can be formulated under each stage of the development of a destination. The model in the early discovery phase places emphasis a specific visitor topology. For instance under topology A (Figure 71) might represent psychocentric Muslim tourists with implications for destination

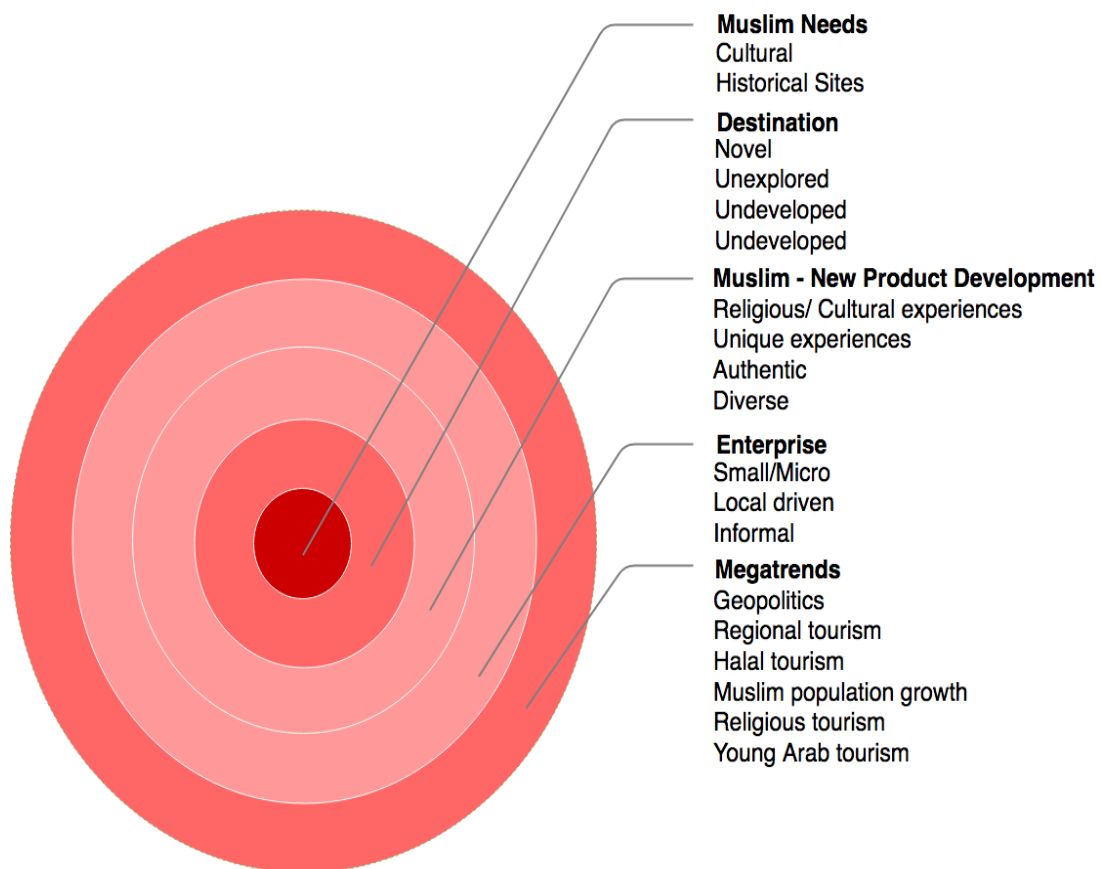


Figure 71 Muslim Topology A

Source: Author Own

The percentage of Muslim and non-Muslim would then change over time. The first phase may focus 100% on Muslims while later phases may shift focus to incorporate first tourists who follow the Muslim tourists to the post crisis destination. This as indicated in topology B, another type of target group may

be attracted which may include psychocentric non-Muslim tourist. At this stage of the destination such tourist may have similar religious interests or be adventurers or conservationists interested in what remains of the archaeological history of Libya after the conflict. As topology B suggests the profile of such a group may be influenced by their different megatrends and the measures for destination and enterprise management towards similar needs.

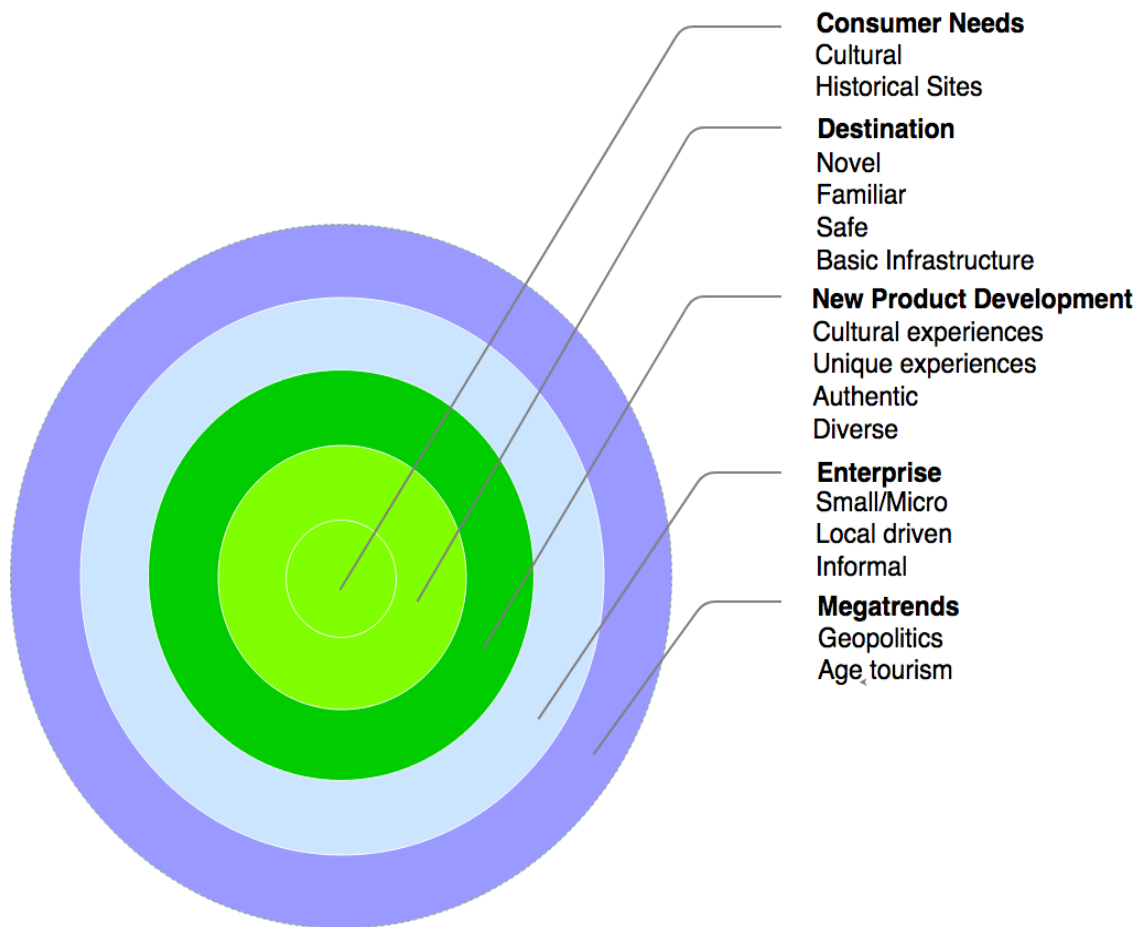


Figure 72 Topology B

Source: Author Own

The key notion is that for each typology of tourists the destination would adapt the product in the centre reflecting the different needs and wants of the demographic. For example the tourist values may be similar to the Muslim values but with a few differences. Plog's (1974) model is applied for mapping traveller profiles with visitor patterns over time. The model describes

destination characteristics that would be appropriate for each type of visitor which could inform destination planning and development. The crisis phase reflects a process of discovery and exploration to determine the relative strengths of destinations and risk. A destination can be selected based on its attractiveness to a narrow group of tourists that fit the allocentric personality type. In accordance with Plog's five types of personality, tourists are classified along the continuum according to psychological attributes based on travel preferences and attitudes to travel. At one end of the continuum, the allocentric type characterises individuals who are outgoing and confident with a strong sense of efficacy to exercise control and confidence in their decision-making under changing circumstances that makes them open to adventure and risk. These are termed as venturers indicating their interest in diverse activities. At the other end of the continuum, psychocentrics (or dependables) believe that what happens to them is beyond their sphere of influence and their interests and choices are centred on their concerns, daily issues and lean heavily towards popular and familiar options. These are characterised as "self-inhibited, nervous, and non-adventuresome," (Plog, 1974, p. 55). Libyan destinations can be considered as allocentric, while in Tunisia for example destinations may range from allocentric to psychocentric. The three personality types between these two extremes represent variations of these traits. Near psychometric or near allocentric suggest a less extreme characterisation of the two personality types, while mid-centric indicates a balance between the two extreme traits.

As the models would describe different target models under each stage of the development of a destination, so then do the other components integrate accordingly to support the focus of these models. The megatrends and new product development processes feed into the model focusing on understanding the needs and values of Muslim tourists at each stage of the lifecycle. The personality types of venturers or allocentrics are more compatible with Libya's context. Discovery of attributes of particular destinations can be matched to their needs and preferences. Images of insecurity and fear can at the same time be an asset in terms of adventure for specific types of Muslim venturers. For instance, there can be one model for

Muslims in the discovery crisis phase and one for the first tourists who follow the Muslim tourists to the post crisis destination. Such non-Muslim tourists for example may have values similar to the Muslim values but with some differences. The megatrends inform both the selection of target tourists and destinations that then have to reflect the Muslim tourists' values. The product development process links to an enterprising industry to develop related products, supported by destination and enterprise management processes. The model also specifies the nature and focus of management and planning systems through the tourist lifecycle and significantly through the crisis phases.

The model guides policy makers to comprehend the strategies and measures at each stage of the lifecycle. This model indicates several continua that represent the transitional process and key elements that can be enabled by e-marketing processes. The three overarching components of planning, investment and development, and capacity building are described in line with the crisis phases and the destination lifecycle and tourism profiles. On the left hand side of the model in the early phases, product development is highly opportunistic and entrepreneurial and this is reflected in the tourism planning level. In the crisis phase, these mechanisms are highly decentralised and autonomous. The role of the state in this phase is to support and enable flexible and accessible sources of funding and learning, and to encourage the development of social networks between citizens and professionals, individuals and groups, both domestic and international.

In terms of planning and development, e-marketing processes can be designed with highly autonomous and decentralised structures that enable tourism development to progress according to local contexts and priorities. A dynamic and innovative model is characterised for financing and investment that emphasises small-scale micro investments which can be realised by raising awareness and connecting financiers from families, tribes or between Libyans living abroad.

A third critical component is the flexible availability of capacity-building that can be enabled by e-marketing processes. Capacity building focuses on soft resources through mobile and virtual platforms and systems. State involvement can support strategies to promote understanding of Muslim consumers' needs and values; identification and support of entrepreneurs, mentors and champions. Key principles of e-marketing are founded on information search, knowledge and learning about the market, consumers and their environment. Social media and social learning are increasingly key components of e-marketing processes that provide flexible access to learning, knowledge and development. As Libya focuses on Islamic tourism, it needs to address both tangible and intangible aspects of Muslim needs within destination management and new product development. Flexible online learning systems provide opportunities for entrepreneurs and planners to research, learn and understand about their markets. Across this continuum, progression can be to increasingly adopt more advanced and sophisticated solutions and to expand state financial support and investment in physical infrastructures and develop more integrated and formalised structures.

A major theme arising from the interviews was an awareness of the transformational role of technology politically, socially and economically and in particular its role in facilitating flexible and responsive systems and processes. The lower part of the model describes the virtual super infrastructure. The country's context strongly suggests the importance of technology to provide it with the agility, accessibility, and responsiveness to expand into virtual and e-tourism, as the result of the challenges it faces in physical tourism. This model then relies upon identifying the social space of the tourists that are identified in the centre. The capability of the whole system to feed data into the system is critical involving forms of small data in the initial exploratory phase towards big data to utilisation of e-marketing tools such as virtual reality and gamification to support and drive consolidation of large-scale visitors.

A key characteristic of a tourism development system is that it needs to be available and accessible and responsive to crises. For transitional economies such as Libya, e-marketing represents a vital strategic component of economic

and tourism development due to its virtual, flexible and modular nature that can insulate it against the physical destruction caused by civil unrest. The focus of strategy can be on the development of knowledge and communication resources supporting the destination lifecycle and which can be deployed on virtual superstructures. During the crisis and crisis response stage, significant emphasis is placed on the capability to de-market destinations. As the model indicates, the early phases of the destination lifecycle will depend on the early warning on potential events and risks associated.

E-marketing systems align well with Libya's context because of their accessibility and cost-effectiveness. Even during conflict, digital mobile communications are accessible and utilised. Additionally, e-marketing systems can be cost-effectively implemented through a diverse array of tools and systems such as Facebook, Twitter, Instagram, blogging and websites. These can evolve from basic but highly effective configurations to advanced and more sophisticated implementations. The availability of cost-effective open-source platforms would ensure that an e-marketing framework can be established and be highly available.

In Figure 70, a central element is the notion of virtual space as the critical factor to provide continuity and redundancy across all the planning and development domains. A virtual technological infrastructure enables transitional economies to host and deploy their entire e-marketing systems on cloud computing platforms in neighbouring countries. Given the increasing application of a broad array of e-marketing systems across tourism development and management domains, this component ensures continuity in all areas: virtual university, virtual information systems, big data and analysis, research, marketing and publicity systems, transactions systems, planning, networking and collaboration systems. Critically, this provides the foundation for sustainable network structures and relationships. Virtual structures enable the creation of virtual teams, groups and organisations across all domains that are no longer limited by geographical constraints. As capacity grows, the tourism strategy expands to establish regional, national and international linkages and initiatives. The perspective of multiple stakeholders emphasises

the importance of big data and social spaces for all stages of the destination planning and management cycle including marketing the destination. In addition to the focus on integrated technological infrastructure in virtual space, a further key dimension of this model is that it is proposed as a framework of interconnected and mutually supportive components.

Contemporary development tools enable destinations to adopt strategies and measures to develop and convey and attract a competitive image of the destination. It is currently incumbent upon most destination marketers that their digital reach extends beyond organisational websites and channels into social media platforms in order to remain connected with the daily interactions occurring within the virtual environment (Hays et al., 2013). Facebook has become a significant tool for destination management, with Destination Management Organisations (DMOs) utilising Facebook at a strategic level to market and promote destinations and employing big data analysis of Facebook to enhance metrics for understanding customer engagement (Mariani et al., 2016). Research highlights that at both a strategic and tactical level the utilisation of social media sites such as Facebook can vary across DMOs, with some merely using social media platforms to share information and news. Visual content and lengthier posts evidence a positive impact on DMO Facebook engagement, while highly frequent posting and early daily posts exhibit negative effects (Mariani et al., 2016).

Network analysis of the sensory capital of a particular destination's brand shows how this can be employed to locate the principal and more latent brand elements from the perspective of different stakeholders to support the refinement of strategic brand theme (Tasci et al., 2017). It is suggested that such analysis can be employed towards a range of different aspects such as understanding of consumer-based brand equity, local attitudes towards tourism and visitors, sociocultural tourism impacts, and cross-cultural attitudes including aspects such as emotional solidarity or social distance (Tasci et al., 2017). Evidence further highlights the production of useful tourism analytics derived from massive user-generated content. The significant collection, sanitising and analysis of over 100,000 relevant online travel reviews and

travel blogs from a range of social media sources was found to substantially support the definition of brand and destination messaging (Marine-Roig et al., 2015).

Independently, the disparate strands of data arising from this study do not represent a solution to Libya's tourism development. Critically, by triangulating the data and analysing it against Libya's environmental factors a novel perspective can be inferred. The concept of an e-marketing tourism development ecosystem is introduced to define Libya's tourism strategy. The discussion so far in this chapter indicates a strong interrelation between different domains and issues. No process can be viewed in isolation as they are interrelated and mutually supportive. Finance and investment can only emerge if potential investors are aware and interested in the commercial opportunities. This in turn is contingent on a planning process that draws on the collective knowledge, experience and insights of a broad range of stakeholders to generate ideas and innovate. In turn, planning requires information and research to guide and direct it. On the supply-side e-marketing tools can facilitate the profiling and understanding of international investors, while on the demand-side e-marketing research and analysis processes can provide an understanding of which segment of tourists best aligns with Libya's destination attributes. There is an e-marketing ecosystem that connects a disparate range of e-marketing systems and applications and facilitates the critical linkages between different destination planning and management processes.

E-marketing can stimulate a cultural shift in attitudes, promote discussion and collaboration, generate consumer and environmental knowledge, provide strategic focus, raise awareness, connect actors and promote learning and development. As Libya, or nations in transitional economies, embarks on a process of development and recovery, the social capital that is generated in terms of relationships, alliances, plans and knowledge can be protected to a greater degree against civil conflict and physical destruction. This model makes a major contribution in defining a sustainable and transitional process that can be marketed or de-marketed to redirect the collective efforts and

knowledge that is accumulated. E-marketing represents a diverse toolbox that can be brought to bear in a highly integrated and focused approach that in itself becomes a source of competitive advantage. Libya's single competitive strength in relation to its regional and international competing tourist destinations is that it possesses a blank canvass. A technology-enabled e-marketing driven tourism framework provides Libya with the capacity to de-market its tourism programme, combined with the ability to reposition geographically and respond to crises caused by civil unrest. These elements are critical to a transitional approach based on the findings in terms of Libya's requirements and priorities within the current context. This approach presents a highly participative, integrated and dynamic model that enables a continuous process of development.

6.1 Summary

This chapter discussed and analysed the findings from primary and secondary research data. The primary set of data was gathered from qualitative interviews from stakeholders in Libya. The cultural imperative for Libya was revealed in a discussion of the key macro and micro environmental factors in section 6.2. This formed the basis for discussing and analysing tourism growth and sustainability of tourism development with the context of the role of e-marketing and the Islamic tourism context. Libya has a unique opportunity to establish a novel framework.

The aim of this thesis is not to present an exhaustive account of Libya's tourism development context and the role of e-marketing across every domain and issue. The discussion's scope focused on exploring and identifying entry points for e-marketing to facilitate transformational processes and generate a competitive advantage with the country's transitional context. The role of e-marketing in destination planning, marketing and management demonstrated critical mechanisms integrating development theory and destination management principles to enable Libya to pursue a course with the opportunities and constraints of its own unique environmental and cultural context. A tourism response mechanism was outlined in section 6.5 that

characterises key transitional factors that can be configured according to specific contexts to provide Libya with responsive and agile system that enable flows of information and the formation of new virtual structures and critical relations.

CHAPTER 7 CONCLUSION

7.1 Introduction

The primary purpose of this study was to explore the role of e-marketing in tourism development in Libya and to identify key strategies and processes that can facilitate the country's tourism development during its transitional period. This study explores routes for tourism development through the lens of e-marketing tools within the specific context of the current transitional period. Chapter 5 presents the thematic analysis of the results gathered from three research phases: a case study analysis of tourism development strategies implemented in developing economies with a similar context to Libya; in-depth interviews with 50 different actors from across 5 domains: education, government, experts, industry and citizens; and a semi-structured survey of Muslim tourists. The previous chapter presented a discussion and analysis of the research results to address four key research questions restated below:

- What are the critical factors, issues and priorities in developing supply and demand side factors in Libya's tourism development?
- How can e-marketing enhance destination policy, planning and development goals and processes that maximise Libya's tourism potential within its transitional phase?
- How can e-marketing facilitate destination marketing and management that enhance the country's core resources and supporting factors?
- What tourism response mechanisms can be modelled to account for temporal factors to develop and sustain the country's capacity to competitively market its destinations?

This chapter concludes this thesis and presents the key findings and conclusion. Section 7.1 presents a summary of the key conclusions in line with the research questions. These findings represent significant theoretical and professional contributions that are outlined in section 7.2. The limitations of the research process and findings are discussed in section 7.3 and this is followed by key recommendations for further research avenues.

7.2 Key Findings

7.2.1 Critical Factors and Issues

Several key findings can be summarised in relation to the first research question; *what are the critical factors, issues and priorities in developing the supply and demand side factors in Libya's tourism development?*

The discussion in this section maps out the key priorities that can be addressed by the construction of a transitional tourism development model. They form insights on the key areas that Libyans have pointed out in the interviews in order to stimulate tourism development in an agile and responsive way that aligns to the country's prevailing context. The issues identified in this section provide the requirements for the construction of a transitional tourism development model that is presented later in this chapter.

Libya's political context represents a major impediment to the country's economic and social development. It is broadly acknowledged that the country's political context is characterised by instability and a fragmented political structure. The conflict has eroded and dismantled basic infrastructure and resources, and concomitantly the ability to develop key elements of tourist infrastructures. Simultaneously, there is a major consensus that the country's political, social and economic contexts undermine Libya's competitiveness as a tourist destination. The economic growth and financing is severely constrained by the political instability and insecurity that undermines the production of oil which is the country's main source of financing. This manifests in severe constraints on the country's investment in infrastructure, facilities, training and development or marketing for recovery. Finance for

tourism development is constrained by the diminishment of traditional sources of funding for economic and tourism projects, from social insurance funds, government sources, development banks, and domestic and international business investments.

The labour market is consistently cited as a critical issue underpinning the future development of the tourism industry. Libya's education system and professional development services have been severely undermined by the country's conflict. Raising the standards of training and education was seen as the prime concern. Libyan stakeholders emphasise young people as a key strength that can be harnessed for the country's development. This view is supported by several factors including the openness of young Libyans to new technologies and their interest in entrepreneurship and in their country's future development. Engaging young people who are apathetic and disillusioned with future prospects can potentially divert attention from civil conflict towards entrepreneurship and economic development.

The results from both the Libyan and Muslim tourists' interviews point to negative perceptions of Libya as a tourist destination. Libya's tourism strategy needs to address the primary concern of safety and security that is negatively associated with the country. Libya is not viewed as off limits given the potential for tourism development in certain regions. The threat of civil unrest places constraints on tourism development and the image spill-over from unstable regions affects other more stable ones. Libya has substantial potential as a cultural tourism destination, due to its historical sites and numerous other attractions. There is strong awareness and interest both internally and among Muslim consumers of the country's cultural heritage. This aligns significantly to the motivations and needs of Muslim tourists identified in both the Islamic tourism analysis and the Muslim tourists' survey.

The state of and challenges in developing the country's infrastructure was identified as a factor that undermines investor confidence. Significant optimism was expressed that tourism's growth and development in Libya depended on a diverse economic activity and more flexible, mobile and resilient forms of

infrastructure. Technology was acknowledged as a critical infrastructural dimension that enables the country both to overcome its contextual challenges and to evolve a source of competitive advantage.

These macro and micro-economic factors represent significant challenges and opportunities for Libya's tourism development. Tourism in Libya could become a significant economic sector, though it requires diversification and development; these are considered to hinge on the public sector's role and planning, at both short and long term levels, on developing infrastructure, on raising human resources' standards, and on marketing.

The key effect of these contextual factors is a lack of necessary political cohesion and consensus, as a consequence of Libya's continuing state of transition, and the reluctance of the government to undertake any radical policy. The absence of a robust, flexible and responsive model for tourism development constrains decision-makers in developing and implementing a tourism programme. A key premise of this study challenges the traditional view that political stability and certainty must be established as a precondition to tourism planning and development. These issues and challenges provide a focus for tourism development and the role of e-marketing to facilitate a dynamic and innovative tourism development model for transitional contexts.

7.2.2 E-Marketing and Destination Planning and Development

This leads to the second research question: *How can e-marketing enhance destination policy, planning and development goals and processes that maximise Libya's tourism potential within its transitional phase?*

E-marketing can contribute core mechanisms that provide continuity for tourism development by enabling a process that is resilient and collaborative, and promotes diverse multi-level, multi-domain and multi-actor vital knowledge flows. E-marketing represents a critical set of capabilities that can support the entire tourism planning, development and management process. It is critical to establishing communications that enable stakeholders to connect and

collaborate, and to generate awareness and gather information to understand the market and consumers.

A transformational role is identified in influencing accurate, transparent and positive perceptions of the political, economic and social context. Related to this is the initial stage of planning and development which serves to generate awareness and knowledge of Libya's tourism potential and resources to Libyan citizens. It is critical to mobilise and encourage new perspectives to address a tourism myopia that views tourism development as a future desirable process that cannot be undertaken until the country attains political stability and normalcy.

In relation to planning processes, a significant role is identified in enabling a virtual destination marketing organisation that facilitates planning across all domains: industry, marketing, destination resources and infrastructure, crisis management, communication, and education and training. In particular, e-marketing can overcome physical boundaries and create cohesion and a sense of purpose that may not be possible in the physical world. In this regards, it further provides a flexible, malleable mechanism to model and experiment with networks and relational processes of existing and future actors towards an optimal model of planning that maximises collective knowledge and skills. This perspective recognises the role of e-marketing in facilitating communication and collaboration processes within a highly fragmented context.

7.2.3 E-Marketing and Destination Management

- How can e-marketing facilitate destination marketing and management that enhance the country's core resources and attractors and strengthen its supporting factors?

E-marketing provides an opportunity to counter the generalised destination image of Libya and promote multiple brands to maximise the country's tourism potential and to distance stable destinations from unstable ones and minimise image spill-over effects. There is a significant role for countering negative

images by providing accurate information and fostering accurate perceptions about Libya's tourism potential. In relation to research, it can facilitate the integration of emergent technologies such as big data, cloud computing, data mining and analytics which can generate critical information on consumer behaviour and trends to guide destination development and marketing.

Emergent technologies contribute critical mechanisms for Libya to raise awareness and engage with its market. Virtual reality has created new virtual tourism opportunities that can represent a significant component of a tourism development model. There are critical developmental roles in virtual tourism in addition to its primary role as a form of tourism or marketing mechanism. Virtual tourism can be insulated from the conflict and instability that occur in different parts of Libya. Creative technologies provide Libya with flexibility and responsive mechanisms that offer engaging experiences during crisis situations. In its initial development state, virtual tourism can provide an important first step to generate awareness and interest, while the country attempts to stabilise and develop its physical and human resource capacity.

Social media and other online marketing tools provide scope for the co-creation of user-generated content enabling Libyans to engage, communicate and share information and images about the country's vast range of resources which can be associated with cultural, adventure, religious, heritage and spiritual experiences that align with Muslim consumers. Such mechanisms enable Libyans to begin discussing and sharing ideas about the country's tourism potential (Salem and Mourtada, 2015). Social media can provide the transparency of a national consultation process across different domains and indicate Libyan recovery in the eyes of neighbouring countries and Muslims. The power of e-marketing provides a vast array of systems that enable in-depth research and analysis. Managing tourist perceptions of Libya and ensuring accurate destination information can increase the level of knowledge and awareness Libya's target consumers possess.

In relation to human capital development, e-marketing provides significant benefits for individuals and communities to innovate and do things differently.

E-marketing holds potential to transform Libyan business, however this requires a new perspective on how Libya can engage with digital consumers, utilise digital systems and transform their lives and communities. The ability to connect people and generate collective knowledge and learning processes emphasises e-marketing's role to stimulate learning and development, while at the same time exposing citizens to a broad range of digital literacy skills that are critical to e-marketing and to Libya's marketing as a tourism destination.

Ultimately, e-marketing can be a critical tool in the cognizance of the role of and opportunity for tourism development and the country's tourism assets. E-marketing can be a critical mechanism to encourage entrepreneurial knowledge and opportunities. Employing e-marketing in a progressively interconnected and embedded approach can enable Libya to establish a competitive advantage through tourism development and marketing specialisation.

7.2.4 Summary of the Model

The model argues that harnessing citizens can provide impetus and innovation in the country's development. E-marketing systems can provide the structures, processes and applications that facilitate the flow of information and knowledge, foster alliances and stimulate development and marketing.

The role of e-marketing can be stressed within an interconnected system of mechanisms that combine to support key components of the destination planning and management processes. The model presented conceptualises a virtual network of relations between citizens, and between citizens and consumers. The model assumes organic and fluid processes that are critical to maximize and stimulate opportunistic behaviour among key stakeholders to generate ideas and share knowledge. E-marketing can facilitate highly diverse and complex flows of discussion and learning across a wide array of systems that is critical to developing countries in the early transitional phases of development. The flexibility and scalability of technologies can provide increasingly formalized and sophisticated structures and applications. This is

reflected in the concept of an information ecosystem and a new paradigm in tourism

The model firmly embeds e-marketing within virtual space, virtual infrastructures and virtual social structures and processes that are critical to the sustainability of planning processes. Countries emerging from crisis and that have experienced severe damage to their infrastructure have an opportunity to leapfrog other countries by adopting and integrating emergent technologies. Libya's poor technological infrastructure represents a blank canvas that can be viewed as an opportunity to avoid the ICT integration and technology adoption challenges that other nations may face. This levels the playing field in incorporating a virtual infrastructure and virtual mechanisms to create a virtual space that not only insulates against events in the physical world but contributes to a competitive advantage by virtue of the value created by enabling collective action, knowledge and learning across all the tourism development domains.

Central to this model are three continua that characterise tourism planning and management, investment and development, and capacity building. In the early phase, decentralised structures and processes, flexible and opportunistic financing, and flexible and accessible capacity building mechanisms are critical. These can evolve over time towards more centralized, formalised large-scale investments and projects. Essentially e-marketing enables opportunistic, flexible and dynamic structures and processes, and broad stakeholder engagement. The implementation of e-marketing systems in progressive and highly interconnected ways can provide Libya with a responsive and dynamic supply side capability and critical marketing intelligence and understanding on the demand side.

7.3 Contributions

This thesis has adopted a socio-technological approach to tourism development within a transitional context in a developing economy. E-marketing as a specific technological system has been applied to the case of Libya's transitional context. Countries in-crisis need to be viewed as under

transition and the development of the country is to be aligned accordingly to maximise prevailing opportunities and assets, and counter threats and constraints. Tourism development in crisis contexts requires highly fluid, responsive, opportunistic and collaborative mechanisms.

This thesis concentrates on the cultural imperative in the growth of the tourism product and the sustainability of that product within an Islamic context. The contribution to knowledge, therefore, is embedded within a unique, current set of macro and micro environmental factors that have not been explored within development theory and destination management.

This is reflected in the concept of an information ecosystem and a new paradigm in tourism development. The contribution posits the view of tourism development mechanisms as an ecosystem perspective that emphasises the importance of interconnected systems of people and processes. This provides mutually supportive connections between different planning domains and actors. The conceptualisation of tourism development as highly virtual structures and processes indicates the potential for constructing resilient, accessible and highly available processes. The structure of tourism development is contingent on knowledge transfers that safeguard collective intelligence.

Further, this thesis has illuminated the role of e-marketing in enabling devolved decision-making and planning, as well as network structures across planning domains. Each region's cities and communities are undergoing different transitions and levels of instability that should influence the planning and development process. Yet network relationships either at regional, community or individual level can enable the flow of information and knowledge and access to collective resources. This thesis argues that tourism development should be viewed at a highly localised level supported by network relationships and resources that can be enabled at different levels and by different e-marketing. E-marketing can facilitate connections between individuals, groups and organisations, regionally and internationally, that culminate in a tourism innovation system by virtue of the entrepreneurial processes that can be

stimulated. It can facilitate innovation in funding; in learning and development; in tourism planning and management; and in destination management and marketing.

By viewing e-marketing processes across different domains in tourism development, different enabling factors have been identified. One of the key strengths of this approach is that structural and relational options can be identified that facilitate market knowledge, social learning for human development, and financing. This model further emphasises the role of e-marketing on the supply side in terms of enabling citizen participation and collective action. On the demand side, this study emphasises the role of e-marketing in understanding and managing risk perception and its relationship with image management.

Methodologically, this thesis contributes a detailed qualitative investigation and provides a holistic perspective drawing data from the five stakeholders group. Further, this contributes an inter-regional perspective by drawing data from different cities and regions of Libya to provide as much as possible balanced insights. This is supplemented externally by a survey of Muslim tourists.

We contributed a case study of tourism development within transitional contexts that is lacking in the literature. This thesis argues that much of the literature focuses on post-crisis contexts, yet economies may exist in-crisis for years and decades creating an imperative for exploring strategies to support transitional development. The accessibility and cost-effectiveness of e-marketing technologies can facilitate critical capacity-building and market development mechanisms.

7.4 Limitations of this Research

Libya's transitional context and the inherent instability imposed significant limitations in generating a comprehensive representative sample of Libyan actors from across different regions and domains. Further the dismantled state of many institutions made it difficult to identify and locate participants. This was further challenged by the time constraints. The examination of a single country context was to develop the model which would need new data sets that were

specific to other post crisis destinations. Potentially different national situations and cultures may require emphasis on other factors important to the development of tourism and e-marketing. However, the methodological approach was validated by generating insights from different perspectives rather than established representative samples. The reliance on single case study strategy method was mitigated with analysis of post-crisis case studies from different national contexts and Muslim tourist interviews.

A further limitation relates to the cross-section nature of this study. Given the continually changing context in Libya, this research may have benefited from a longitudinal approach to capture potentially evolving perspectives in response to new developments. However the thesis was about creating a transitional model and the collection of data will continue as part of further research and application of the model. The inclusion of experienced key actors in the Libyan tourism sector selected from across different vital functions and roles that provide diverse valuable insights further validates the research process..

7.5 Policy Implications

There are major challenges in the development and implementation of a tourism development strategy for Libya. A key factor relates to the political commitment to initiate the planning and development process. Notably the highly fragmented political context and conflict creates a challenge in terms of the legitimacy of different governments that have formed in two parts of the country and the ability to achieve consensus. Moreover, the political agenda has the potential to dominate and overshadow economic development. The aim of this thesis was to present a resilient and applicable framework for tourism development within Libya's unique and prevailing set of macro and micro environmental factors that helps mitigate the negativity of the political agenda and status.

The overarching policy recommendation is predicated by the transitional post-crisis model produced in section 6.5. The needs are to assess the comparative advantage and context of each of its destinations and regions and to consider the individual lifecycle and attributes of each destination or areas for tourism

potential. From a consumer perspective it needs to assess and identify the consumer personalities type that align with the each destination. There are implications for managing the image and development of each destination for different phases of the destination lifecycle. A further overarching implication is then in the implementation of technology and human capital strategies that are aligned with the destination development. A key attribute is in a flexible and accessible super-infrastructure that is highly resilient and responsive and capable of supporting marketing and de-marketing strategies. Libya requires a fluid and organic infrastructure that may support grassroots community level micro projects and promote diverse socialisation processes in terms of investment, learning, marketing and communications. The incremental adoption of technology is critical to forging a significant competitive advantage to increasingly integrate an array of e-marketing applications and developments such as cloud computing, relational marketing, Big Data, virtual tourism, creative tourism, gamification and social media.

Any new government, would need to see tourism as an integral part of a mixed economy for Libya as it moved forward. The imbalance of the previous economy, with the over reliance upon dollars from oil, cannot return post crisis. Unemployment amongst the young in Libya will not be filled with a return to a mono-economy. Tourism (service sector) should also not in itself be seen as the answer to the socio-economic problems in a state post crisis. Any government would need to set up a new agency, but it would need to be regionally based and not simply within the capital. This regional approach would mean that each cultural area of Libya would have some autonomy and therefore create diversity of product and spread socio-economic benefit. The emphasis on development must be sustainability and replicability as the context of the model suggests that regions of the country will be in different stages of development at a given time and may return at times to crisis.

This focus on specific locations means that investment will be spread and that the developments may be small, and perhaps have to be small in those areas still in a stage of flux. If investment is through partnership with government and private sector (perhaps Libyan diaspora), then any losses through crisis will be

kept to the minimum. Tourism development theory tells us that the industry can and has shown exponential growth when the environment is suitable, stable and with a variety of attractions (as in Libya). The country does have an advantage in terms of tourism development in that it is starting from a very low base, has excellent attractions and a ready market from potential Muslim tourists who are the fastest growing demographic in world tourism. The focus of all marketing is the customer, for Libya they are already identified and we know their requirements.

Any government must take notice of the growth in E-Marketing and the links to social media driven communications that are outlined within this study. The target models give a method to identify sub groups within the larger groups, but the work is done by the media which in tourism drives an insatiable desire for new destinations, new product and new experiences. The regional branding alluded to above is an example of something that can be achieved at low cost by digital media as the message is simple and does not need the old traditional methodologies for launching and sustaining the brand. The brand must speak for itself through that media and that is the consumers of the product, be it through Trip Advisor or other platforms.

The model presented was conceptualized and researched from the beginning to account to some degree for a fragmented context. Building competencies at national regional and local level is a key policy implication, and linking global actors to local actors. Simultaneously at any of these levels, stakeholders can establish and formulate planning and development processes, assign responsibilities and establish virtual structures and processes. Localities and regions can begin to audit their cultural resources and existing resources and facilities, implement flexible and inclusive communication processes, identify their human development requirements and implement plans to undertake research and develop their destination offering. Authorities should encourage entrepreneurship by providing resources, training and communications processes that can stimulate economic activity. The development of basic e-marketing systems should include a planning and development website, social media accounts and categorization of groups and topics to reflect the planning

domains. Social connections can be established online between different groups, both domestic and international. Planners should seek to explore and build alliances regionally and internationally. At a political level, where there is consensus and co-operation between regions then the model allows for the centralisation of resources and planning processes. Nevertheless, e-marketing information, research and marketing systems enable individuals, businesses and industry actors to develop links and alliances between regions.

7.6 Future Research

This study has provided a novel contribution in proposing a transitional tourism development model that is responsive and agile to countries undergoing crises. A socio-cultural perspective was identified as significant in revealing unique environmental contexts that influence tourism development. This research topic requires further investigation with more specific focus on addressing the role of technology and e-marketing to address specific contextual challenges. Specific themes may extend to innovation within transitional context, policy-making with evolving political contexts, and convergence strategies for planning and management processes between regions.

This study has indicated the subjectivity of risk perception and the significance of new destination management based on risk analysis. An examination of e-marketing role in risk management within tourism development requires further investigation.

A major theme emerging from this study is the importance of network structures and relations to facilitate information flow, knowledge transfer and learning. Further research in this area may examine in what ways social networks mechanisms can maximise human resource development within transitional contexts. A network perspective overlaying e-Marketing can investigate into the role and impacts of multi-level planning and marketing structures across the destination management and marketing domains. The evolution of the political contexts also needs to be examined in further detail

Finally, this thesis introduces the concept of virtual tourism space as a dedicated strategy for transitional economies that merits further investigation to understand the role of virtual tourism either as a marketing vehicle to engage and raise awareness and attract visitors to real destinations, or as a niche form of virtual destination attractions. Understanding attitudes to this form of tourism has merit as transitional vehicle to establish visions for future physical destinations while the country's real infrastructure and facilities develop.

7.7 Conclusion

The central question addressed in this thesis is concerned with the role of e-marketing in tourism development in Libya during its transitional period. Applying development, and marketing theory and technology-relation perspective this study has highlight the key e-marketing mechanisms that facilitate tourism development for Libya's transitional context. This thesis highlights the role of e-marketing as critical mechanism for generating marketing intelligence and facilitating information flows and knowledge transfer with highly fragmented and evolving contexts. The significance of e-marketing to facilitating network structures and relations that promote co-operation and collaboration and establish links between regions. There is thus the substantial potential for the model proposed to progressively mobilise collective action and market knowledge and engagement that is critical for transitional economies. The cost-effectiveness and flexibility of e-Marketing systems provide significant potential to establish highly resilient and available infrastructures and the creation of a virtual space for planning management and tourism. Critically, this thesis suggests tourism development is not wholly constrained by fragmented and transitional context. E-Marketing can counter physical and geographical constraints to facilitate diverse forms of information, communication, knowledge transfer and collaboration that enable creative forms of financing and resourcing and product development. The interconnectedness of e-Marketing processes and systems and the links between diverse actors, and institutions reflects in essence an ecosystem that is critical in allowing countries in transition to develop in highly dynamic and

responsive way. In summary, the findings and model in this study underscore the value of e-Marketing as a resilient and flexible interconnected system to stimulate tourism development ultimately by promoting cognizance of tourism potential and opportunities that mobilises a multi-lateral process of innovation and entrepreneurship enabled by flexible forms of knowledge transfer, collaboration and financing.

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Appendix 1 – Sample Breakdown

Libyan Interviews				
No	Area	Field	Position - City	Gender
8	Government	Ministry of Tourism	Tobruk	M
		Parliament Member	Tobruk	F
		Civil Servant	Tobruk	M
		Ministry of Tourism	Tobruk	M
		Administrator	Benghazi	M
		Ministry of Tourism	Al-Beyida	M
		Civil Servant	Benghazi	F
		Parliament Member	Benghazi	M
7	Industry	Hospitality	Al-Beyida	M
		Guide	Tobruk	M
		Travel Agent	Benghazi	M
		Hospitality	Al-Beyida	F
		Hospitality	Benghazi	M
		Entrepreneur	Tobruk	F
		Retail	Benghazi	M
3	Expert	Marketing	Tripoli	M
		Tourism Development	Tripoli	M
		Tourism Systems	Tripoli	M
8	Citizen	NA	Benghazi	M
			Al-Beyida	M
			Benghazi	F
			Tobruk	M
			Benghazi	M
			Tobruk	F
			Tobruk	M
			Al-Beyida	M
9	Education	Teacher	Tobruk	F
		Teacher	Tobruk	F
		Professional Trainer	Al-Beyida	M
		Teacher	Benghazi	M
		Teacher	Benghazi	F
		Professional Trainer	Al-Beyida	M
		Civil Servant	Tobruk	M
		Civil Servant	Benghazi	M
		Teacher	Al-Beyida	F
50	Muslim Interviewees			

Appendix 2 – Libya Government Interview Questions

Decision makers in Central government or local authorities

1. Do you have a future plan, their goals and plans for tourism in Libya?
2. Do you encourage use of technology?
3. Do you fund small projects, and if so what is the link between them and the education sector for tourism?
4. Do you have any research in developing the sector?
5. Is the budget funder or from the government or international investment?
6. Do you think the government should control this investment?
7. Is the management in these projects like hotels and companies Libyan and local?
8. To what degree if any international experts and consultants used?
9. Does the management have any relation with government organisations?

Appendix 3 Industry Interview Questions

Involvement of the tourism industry in the development of new markets post crisis?

1. Could you respond quickly and take advantage of an upsurge in demands from tourists wishing to visit Libya?
2. What is the timescale for you to respond?
3. What help would you need from government to be able to respond quickly?
4. Has the industry got the knowledge and expertise to use new technology in the development of a tourism market?
5. How does the industry use booking processes at present?
6. How does the industry get the knowledge of the new technology and techniques used by marketeers?
7. Do you use, or would you consider using e-marketing as a way to attract tourists?

Appendix 4 Expert Interview Questions

Factors issues & barriers in developing a sustainable model for post-crisis tourism marketing.

1. Identification of consumer needs - what are the online buying behaviours of target customers? In ways can eMarketing be applied to develop continuous intelligence and profiles of tourist consumers?
2. How to use eMarketing to integrate demand and supply - e.g. product experience?
3. How can eMarketing promote the development and dissemination of social intelligence that influence traveller's decision-making processes?
4. What are roles of various e-Marketing tools: gamification, social media. In what ways can they be best applied to maximise tourism development in relation to: inward investment, collaboration and engagement of stakeholders, communication?
5. How can eMarketing be applied to address specific post-crisis factors and issues?
6. How can eMarketing be deployed to promote data collection/intelligence? How to effectively and continuously monitor 'Megatrends'?; How can eMarketing support monitoring of tourism supply issues?

Appendix 5 - Education Interview Questions

1. How do you see the future? Do you think Libya is preparing itself for the challenge of producing people to work in and manage the industry?
2. Will you need to design new programmes to be able to teach these new marketing techniques?
3. Do you think the government or industry should be responsible for funding these new programmes?
4. What are the necessary time scales to respond to those development needs, should we be investing now for the future?
5. Have you the capability and capacity within the universities to deliver on the the training agenda? Especially as this relates to e-marketing and new technology

Appendix 6 – Citizen Interview Questions

Citizen/Community Needs Attitudes and Aspirations

1. What do you view to be the critical factors and processes that will ensure Libya has a sustainable tourism development?
2. How do you think Libyan citizens can be involved in managing and promoting tourist destinations? For instance product/service design; marketing.
3. In regards to the previous question, do you see any problems or challenges in achieving this?
4. In what ways do you think citizens can be involved in the tourism product design at the early stage?
5. How do you think they can be encouraged in the tourism development process
6. How do you think citizens interest and involvement in tourism development could be sustained?
7. In what ways can eMarketing be deployed to ensure a co-ordinated and cohesive approach to tourism development?
8. Have you any experience in working on tourism development projects in your community?
9. If not would you consider working on the development of tourism projects in your area? If yes, what projects?
10. Do you think the community would benefit from being involved in tourism projects and development? If yes, how? If no, why not?
11. Do you think the community would benefit from being involved in tourism projects and development? If yes, how? If no, why not?

12 Do you think government should invest now in tourism projects for the future?

13 The marketing of tourism today relies heavily upon e-marketing for its success. Could you think of ways in which e-marketing could be used to market tourism in Libya?

14 Do you think this should be co-ordinated by a tourist board/government or left to the individual tourism businesses to market their products?

Appendix 7 – Muslim Tourists Interview Questions

1. Which tourist destinations have you visited in the past 5 years?
2. For each of the tourist destinations can you indicate your purpose for visiting any destination?

Ex:

- ☐ Leisure Shopping Sightseeing
- ☐ Visiting Historical & Cultural Destinations
- ☐ Sports & Recreation
- ☐ Visiting Friends & Relatives
- ☐ Theme Park or leisure site
- ☐ Business Reasons -combining business and pleasure.
- ☐ Investment opportunities at the destination country.
- ☐ Other, please state.....

3. Can you explain what factors are most important in selecting these destinations?

Follow-up: can you discuss the importance of these factors such as:

- ☐ Quality of accommodation
- ☐ Availability of Mosques
- ☐ Places of worship
- ☐ Customized services
- ☐ Status and prestige
- ☐ Security and Safety
- ☐ Halal Services
- ☐ Some aspect of the country: Arts, culture, history & heritage
- ☐ Other

4. Can indicate what destinations you are interested to visit in future? What are your main interests in selecting these destinations? Has this changed from previous visits?

5. Can you indicate what local experiences at the destinations you positively shared with family and friends?

- ☐ Arts, culture, history & heritage
- ☐ Entertainment, nightlife & shopping done
- ☐ Event & festival done
- ☐ Food
- ☐ Indigenous culture done

- ☐ Nature done
- ☐ Relaxation, health & indulgence done
- ☐ Sports, outdoors & adventure done
- ☐ Other

6. What source of information did you rely on to make your decision? and why?

- ☐ Airline
- ☐ Travel Agents
- ☐ Tourist information centers
- ☐ Family/friends
- ☐ Print sources: Magazines and brochures
- ☐ Internet
- ☐ Others

Which of these was most important? and why?

7. Among your family and friends can you say who influences you the most when selecting your destination influence? Can you explain in what ways they influence your decision?

8. Among your family and friends can you say who influences you the most when selecting your destination influence, in those groups? (You could say, is it a father, brother? Which friend?) Can you talk about how do they influence your decision?

9. What is your impression of Libya as tourist destination?

10. What would make you visit Libya? Are there any parts of Libya that you want to see or experience? Are there areas you more or less likely to visit? Why? What interests you most?

11. Do you think Libya offers anything unique as a tourist destination?

Appendix 8 - Post Crisis Marketing Tourism Coding Framework

Code	Subcode	Subcode	Subcode
Citizen	Critical Factor		
	Critical Processes		
	Timescale		
	Citizen Engagement		
	Encouragement		
	Interests		
	Co-ordination		
	Experience		
	Community Benefit		
	Needs		
	Aspiration		
	eMarketing Use		
	Marketing Responsibility		
	Marketing Role		
	Problems/Issues		
Educator	HR Challenges		
	Programme Design		
	Programme Responsibility		
	Timescale		
	Needs		
	Emarketing Capacity		
	Factors		
	Issues		
Expert	Consumer behaviour		
	Needs		
	Supply-Demand		
	eMarketing	Tools	
		Gamification	
		Social Media	
		*	
		Roles	
		Inward	
		Collaboration	
		Communication	
		Promotion	
		Social Intelligence	
		Consumer Decision-making	
		Monitoring Supply	
		Megatrends	
	Factors		
	Issues		

Code	Subcode	Subcode	Subcode
Government	Plans		
	Goals		
	Use of Technology		
	Small Projects	Funding	
		Education Links	
	Factors		
	Issues		
	R&D		
	Funding Source		
	Investment Control		
	Management	Local Management	
		International Consultants	
		Government Relations	
Tourist	Destination Selection	Visited	Inductive Code: Country/Region/Site
			Leisure Shopping Sightseeing
			Visiting Historical & Cultural Destinations
			Sports & Recreation
			Visiting Friends & Relatives
			Theme Park or leisure site
			Business Reasons -combining business and pleasure.
			Investment opportunities at the destination country.
			Other
		Selection Factors	Quality of accommodation
			Availability of Mosques
			Places of worship
			Customized services
			Status and prestige
			Security and Safety
			Halal Services
			Some aspect of the country: Arts, culture, history & heritage
			Other
		Interests	Future
			Changes
		Positive Experiences	Arts, culture, history & heritage
			Entertainment, nightlife & shopping done
			Event & festival done
			Food

Code	Subcode	Subcode	Subcode
			Indigenous culture done
			Nature done
			Relaxation, health & indulgence done
			Sports, outdoors & adventure done
			Other
		Source of Information	Airline
			Travel Agents
			Tourist information centers
			Family/friends
			Print sources: Magazines and brochures
			Internet
			Inductive Code: Other
			Level of Importance